

ಮೈಸೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ



University of Mysore

(Estd.1916)

MASTER OF BUSINESS ADMINISTRATION

Choice Based
Credit System
(CBCS)



UNIVERSITY OF MYSORE
B.N. Bahadur Institute of Management Sciences
Manasagangotri, Mysuru-570006

Regulations and Syllabus
Master of Business Administration
(Two-year semester scheme)

Under
Choice Based Credit System (CBCS)


CHAIRMAN
BOS In Business Administration (BIMS)
UNIVERSITY OF MYSORE
Manasagangotri, MYSORE-570006

UNIVERSITY OF MYSORE

**GUIDELINES AND REGULATIONS LEADING TO
MASTER OF BUSINESS ADMINISTRATION
(TWO-YEAR SEMESTER SCHEME UNDER CBCS)**

Programme Details

Name of the Department : B.N. Bahadur Institute of Management Sciences

Subject : Business Administration

Faculty : Commerce

Name of the Programme : Master of Business Administration

Duration of the Programme : 2 years divided into 4 semesters



Programme Outcome

- The University of Mysore MBA will empower you with crucial skills and knowledge and provide you with the networking opportunities that you need to accelerate your career, either as a manager within the private or public sector, or in developing your own entrepreneurial ambition.
- To exhibit the skills required to identify, design, develop and implement business solutions to the social relevant problems
- Ability to develop Value based Leadership ability.
- To develop Cross-Functional skills and to demonstrate ethical, social and environmental responsibilities in business environment.

Programme Specific Outcome:

- 1) Develop highly adept professional managerial skills
- 2) Explore practical application of the management concept.
- 3) Empowers students to demonstrate the ability to innovate, the ability to execute the most daunting of challenges in the most trying of circumstances.
- 4) Create synergies amongst the most diverse set of variables and the ability to continuously learn, improvise, adapt, energize, excel and grow.
- 5) Encourage student on their professional development plans by reflecting on their first year's learning and Summer Internship experiences.
- 6) Provide a Strong analytical foundation in key functional areas and the other, enabling a high degree of academic flexibility, thereby allowing students to customize their MBA experience.
- 7) Recognize the importance of professional development by pursuing International Business which offers challenging and rewarding careers and immediate employment.
- 8) Apply conceptual International Business foundations to solve practical decision making problems, both individually and as part of teams using techniques such as case analysis, projects and assignments.
- 9) Acquire ability to develop a systematic understanding of globalization and its impact on People, Global businesses, Technology and the Economy.
- 10) An ability to demonstrate a critical awareness of current issues with respect to Cross Culture & diversity, social responsibility, sustainability, innovation, knowledge management, etc.
- 11) Obtain an ability to analyze international business problem identification and to formulate and use the appropriate managerial techniques for solutions.
- 12) Recognize and address global ethical issues and Indian values and apply them in organizational settings across globally.
- 13) Obtain an understanding of professional, ethical, legal, financial, marketing, sales, logistical security and social issues and responsibilities.

- 14) Acquire an ability to communicate effectively, both in writing and orally including French as a foreign language.
- 15) Use information and knowledge effectively: scanning and organizing data, synthesizing and analyzing in order to abstract meaning from information, and to share knowledge.

MASTER DEGREE COURSE STRUCTURE AND SYLLABUS - MBA

First Semester

Sl.no	Course code	Course Title	CC/FC	L	T	P	Credits
1	49101	Management concepts & theories	CC	2	1	0	3
2	49102	Organizational behavior	CC	3	1	0	4
3	49103	Managerial accounting	CC	3	0	1	4
4	49104	Statistics for management	CC	3	0	1	4
5	49105	Managerial economics	CC	3	1	0	4
6	49106	Managerial communication	FC	2	1	0	3
7	49107	Business, government and society	FC	2	1	0	3
8	49108	Computer applications in management	FC	1	0	2	3

Second Semester

Sl.no	Course code	Course Title	CC/FC	L	T	P	Credits
1	49111	Marketing management	CC	3	1	0	4
2	49112	Human resource management	CC	3	1	0	4
3	49113	Corporate finance	CC	3	1	0	4
4	49114	Business research methods	CC	3	1	0	4
5	49115	Operations management	CC	2	1	0	3
6	49116	Legal aspects of business	FC	3	0	0	3

7	49117	Management information systems	FC	1	0	2	3
8	49118	Operations research	FC	2	0	1	3
9	49119	Global business environment	FC	2	1	0	3

Third Semester

Sl.no	Course code	Course Title	CC/FC	L	T	P	Credits
1	49121	Project management	CC	3	1	0	4
2	49122	Entrepreneurship and small business	CC	3	1	0	4
3	49123	Consumer behavior and marketing research	E	2	1	0	3
4	49129	Sales and logistics management	E	2	1	0	3
5	49135	Advertising and sales promotion management	E	2	1	0	3
6	49124	Advanced corporate finance	E	2	1	0	3
7	49130	Financial markets and institutions	E	2	1	0	3
8	49136	Security analysis and portfolio management	E	2	1	0	3
9	49125	Human resource development	E	2	1	0	3
10	49131	Organizational change and development	E	2	1	0	3
11	49137	Training and development	E	2	1	0	3
12	49126	International economics	E	2	1	0	3
13	49132	India & WTO	E	2	1	0	3
14	49138	Export import procedures & documentation	E	2	1	0	3

15	49127	System analysis and design	E	2	0	1	3
16	49133	Software engineering management	E	2	0	1	3
17	49139	Database management techniques	E	2	0	1	3
18	49128	Supply chain management	E	2	1	0	3
19	49134	Operations strategy	E	2	1	0	3
20	49129	Services & retail marketing	E	2	1	0	3

Fourth Semester

Sl.no	Course code	Course Title	C/SC/OE	L	T	P	Credits
1	49151	Strategic management	C	3	1	0	4
2	49152	Product and brand management	E	2	1	0	3
3	49153	Business marketing management	E	2	1	0	3
4	49154	Services marketing	E	2	1	0	3
5	49155	International marketing	E	2	1	0	3
6	49156	Strategic financial management	E	2	1	0	3
7	49157	Derivatives	E	2	1	0	3
8	49158	International financial management	E	2	1	0	3
9	49159	Corporate taxation	E	2	1	0	3
10	49160	Strategic human resource management	E	2	1	0	3

11	49161	Labour legislations	E	2	1	0	3
12	49162	Industrial relations & collective bargaining	E	2	1	0	3
13	49163	Knowledge management	E	2	1	0	3
14	49164	India's foreign trade	E	2	1	0	3
15	49165	International trade policy	E	2	1	0	3
16	49166	International financial management	E	2	1	0	3
17	49167	International marketing	E	2	1	0	3
18	49168	Enterprise resource planning and business process re-engineering	E	2	0	1	3
19	49169	Electronic commerce	E	2	0	1	3
20	49170	IPR and cyber laws	E	2	0	1	3
21	49171	Business strategies	E	2	0	1	3
22	49172	Sales and logistics management	E	2	1	0	3
23	49173	Retail management	E	2	1	0	3
24	49174	Promotion & relationship management	E	2	1	0	3
25	49175	Operations research	E	2	1	0	3



Minimum Credits to be registered by student in a normal phase to successfully complete MBA degree in ODD and EVEN semesters

Semesters	Core Course (C)		Foundation Course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
ODD	8	29	2	6	3	9	13	44
EVEN	6	23	2	6	5	16	13	45
Total	14	52	4	12	8	25	26	89

First Semester- MBA*

Sl.No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Management Concepts and Theories	C	2:1:0	3	4
2.	Organizational Behavior	C	3:1:0	4	5
3.	Management Accounting	C	3:0:1	4	5
4.	Statistics for Management	C	3:0:1	4	5
5.	Managerial Economics	C	3:1:0	4	5
6.	Managerial Communication	F	2:1:0	3	4
7.	Business, Government and Society	F	2:1:0	3	4
8.	Computer Applications in Management	F	1:0:2	3	5

Second Semester-MBA*

Sl.No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Marketing management	C	3:1:0	4	5
2.	Human Resource Management	C	3:1:0	4	5
3.	Corporate Finance	C	3:0:1	4	5
4.	Business Research Methods	C	3:0:1	4	5
5.	Operations Management	C	2:1:0	3	4
6.	Legal Aspects of Business	F	3:0:0	3	3
7.	Management Information System	F	1:0:2	3	5
8.	Operations Research	F	2:0:1	3	4
9.	Global Business Environment	F	2:1:0	3	4

7

*Any two foundation courses from the available foundation courses shall be selected by a student at the commencement of I and II Semesters. The Department Council/ Affiliated College will announce at the beginning of the first and second semesters, any two or more foundation courses which will be offered during I and II semesters depending upon the availability of faculty and the demand for foundation courses. The minimum number of students opting for a foundation course should be twenty.

Third Semester-MBA

Sl.No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Project Management	C	3:1:0	4	5
2.	Entrepreneurship and Small Business	C	3:1:0	4	5
3.	Elective-I**	E	2:1:0	3	4
4.	Elective-II	E	3:1:0	3	
5.	Elective-III	E	2:1:0	3	4
6.	Business Familiarization Report	C	0:0:2	2	2 Hrs/week for 20 students

lectives: Group-I

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	Consumer Behaviour and Marketing Research	E	2:1:0	3	4
Elective-II	Sales and logistics Management	E	2:1:0	3	4
Elective-III	Advertising and Sales Promotion	E	2:1:0	3	4

Electives: Group-II

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CRE DIT	Teaching Hours per week
Elective-I	Advanced Corporate Finance	E	2:1:0	3	4
Elective-II	Financial Markets and Institutions	E	2:1:0	3	4
Elective-III	Portfolio Management	E	2:1:0	3	4

Electives: Group-III

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	Human Resource Development	E	2:1:0	3	4
Elective-II	Organizational Change and Development	E	2:1:0	3	4
Elective-III	Training and Development	E	2:1:0	3	4

Electives: Group-IV

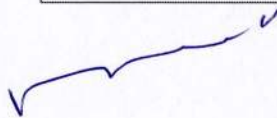
	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT,	Teaching Hours per week
Elective-I	International Economics	E	2:1:0	3	4
Elective-II	India and WTO	E	2:1:0	3	4
Elective-III	Export-Import Procedures and documentation	E	2:1:0	3	4

Electives: Group-V

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	System Analysis and Design	E	2:0:1	3	4
Elective-II	Software Engineering and Management	E	2:0:1	3	4
Elective-III	Database Management Techniques	E	2:0:1	3	4

Electives: Group-VI

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	Supply Chain Management	E	2:1:0	3	4
Elective-II	Operations Strategy	E	2:1:0	3	4
Elective-III	Services and Retail marketing	E	2:1:0	3	4



Fourth Semester-MBA

Sl.No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Strategic Management	C	3:1:0	4	5
2.	Elective-I	E	2:1:0	3	4
3.	Elective-II	E	2:1:0	3	4
4.	Elective-III	E	2:1:0	3	4
5.	Elective-IV	E	2:1:0	3	4
6.	Project Work***	E	0:0:4	4	4 Hrs/week for 10 students

Electives: Group-I

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Product and Brand Management	E	2:1:0	3	4
Elective-V	Business Marketing Management	E	2:1:0	3	4
Elective-VI	Services Marketing	E	2:1:0	3	4
Elective-VII	International Marketing	E	2:1:0	3	4

Electives: Group-II

	TITLE OF THE PAPER	C/P/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Strategic Financial Management	E	2:1:0	3	4
Elective-V	Derivatives	E	2:1:0	3	4
Elective-VI	International Financial Management	E	2:1:0	3	4
Elective-VII	Corporate Taxation	E	2:1:0	3	4

Electives: Group-III

	TITLE OF THE PAPER	C/P/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Strategic Human Resource Management	E	2:1:0	3	4
Elective-V	Labour Legislation	E	2:1:0	3	4
Elective-VI	Industrial Relations and Collective Bargaining	E	2:1:0	3	4
Elective-VII	Knowledge Management	E	2:1:0	3	4

Electives: Group-IV

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	India's Foreign Trade	E	2:1:0	3	4
Elective-V	International Trade Policy	E	2:1:0	3	4
Elective-VI	International Financial Management	E	2:1:0	3	4
Elective-VII	International Marketing	E	2:1:0	3	4

Electives: Group-V

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Enterprise Resource Planning and Business Process Re-Engineering	E	2:0:1	3	4
Elective-V	Electronic Commerce	E	2:0:1	3	4
Elective-VI	IPR and Cyber Laws	E	2:0:1	3	4
Elective-VII	Business Strategies	E	2:0:1	3	4

Electives: Group-VI

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Sales and Logistics Management	E	2:1:0	3	4
Elective-V	Retail Management	E	2:1:0	3	4
Elective-VI	Promotion and Relationship Management	E	2:1:0	3	4
Elective-VII	Operations Research	E	2:1:0	3	4

***L=Lecture – 1 hour of lecture per week in a semester = 1 credit**

S/T/FW = Seminars/Tutorials/Field Work – 2 hours of seminars / tutorial / field work per week

per week in a semester = 1 credit

P = Practicals – 2 hours of practicals per week per week in a semester = 1 credit

FIRST SEMESTER

CORE COURSE

COURSES-I: MANAGEMENT CONCEPTS & THEORIES

Course Outcome

- To understand the functions and responsibilities of managers.
- To provide them tools and techniques to be used in the performance of the managerial job.
- To enable them to analyze and understand the environment of the organization.
- To develop cognizance of the importance of management principles


Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork, Seminars and Presentations.

COURSE CONTENT

1. **Management:** Definition, nature and scope of management, basic functions of management, management as a process. Evolution of management theory and practice from Taylor, Fayol, Drucker to the present day. Professional code of conduct and Ethics in management. Growth of professional management in India.
2. **Managerial Planning:** Planning process, the purpose of managerial planning, types of plans, hierarchy of plans, vision, mission and goals and objectives. Planning premises, certainty, risk and uncertainty. Decision making, models of rational decision making process, limitations, heuristics, bounded rationality in decision-making process and models, steps in rational decision-making.
3. **Strategic planning: Concept of strategy, structure and strategy-Chandlers thesis,** levels of strategy making, models of strategy making, Mckinsey 7 s model, porters five forces model, BCG matrix, five forces model,
4. **Organizational theories and design:** Bureaucracy as the underlying principle of organizations. Bases of departmentation specialization, division of work, differentiation and integration, various forms of organization functional, product/market, matrix, team structures, span of management principles of coordination. Power, authority, delegation and decentralization. Informal organizations and grapevine.
5. **Managerial Control:** Relationship between planning and control-limitations of control, feedback, types of control systems and techniques management by exception, budgetary control, functional and dysfunctional aspects of budgetary control, internal control systems, internal audit and management audit.

References

- Essentials of Management-Koontz and O'Donnell. E-McGraw Hill,
 - Introduction to Management-Fred Luthans-McGraw
 - The Practice of Management-Peter.F.Drucker
 - Management- Stoner, Freeman and Gilbert
 - Management- Griffin
 - Management- Holt
 - Management- Tasks and Responsibilities- Peter. F. Drucker
 - Professional management- Theo Haimann
 - Organization Theory and Design Richard L.Draft
 - Management - Richard L. Draft
 - People and Performance by Peter F.Drucker
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COURSES -II: ORGANIZATIONAL BEHAVIOR

Course Outcome

- To help the students develop cognizance of the importance of human behavior.
- To enable students to describe how people behave under different conditions and understand why people behave as they do.
- To analyze the complexities associated with management of the group behavior in the organization.
- To enable students to synthesize related information and evaluate options for an optimal solution in prediction and control of human behavior at work.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork, Seminars and Presentations

COURSE CONTENT

2. **Fundamentals of Organizational Behavior:** evolution of organizational behavior, individuals and Organizations, forces affecting organizational behavior, Changing work force and employment relations, impact of globalization and information technology on organizational behavior,
3. **Individual Dimensions in Organizational Behavior:** individual differences perceptions, interests, aptitude, attitude, learning, personality, creativity.
4. **Group Dynamics: group behavior,** team development, group cohesiveness group decision making process, , Effective teams, organizational conflicts, & conflict resolution, interpersonal skills, Johari Window and transactional analysis.
5. **Motivation:** theories and models of motivation, Leadership, theories of leadership & leadership styles.
6. **Management of Change:** Resistance to change, change models, change agents. Organizational effectiveness. Organizational climate and culture, learning organizations.

References

- Organizational Behavior Robbins.
- Organizational Behavior- Fred Luthans
- Human Behavior at Work- Keith Davis
- Organizational Theory and Design Daft
- The Fifth Discipline- Peter Senge
- The Seven Habits of highly Effective People- Stephen Covey
- Understanding Organizational Behaviour Uday Parekh
- The Five Minds-Howard Gardner
- All the books by Edward De Bono
- Work in the 21st Century Landy and Jeffrey

COURSES -III: MANAGERIAL ACCOUNTING

Course Outcome

- This course aims at acquainting students with the basic principles of accounting and accounting practices.
- It aims at providing a basic framework to solve the accounting problems.
- It provides an understanding of financial statement analysis using EXCEL
- It also provides an overview of Cost accounting.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT


1. Introduction to Accounting : Meaning, accounting concepts and conventions Financial Accounting V/s Management Accounting Recording, classifying and summarizing business transactions leading to preparation of final accounts of sole proprietary, merchandizing manufacturing and service businesses using Excel.
2. Company Final Accounts in India: requirements of Companies Act of 1956 with respect to preparation of Final Accounts of Companies - Annual Reports and its contents.
3. **Financial statement Analysis** : techniques of financial statement analysis: Horizontal analysis, Vertical analysis, Trend Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital market ratios), preparation of fund flow & cash flow statement using Excel.
4. **Excel applications**: preparation and Analysis of Income Statement, Balance Sheet, Cash Flow Statement, Ratios and Projections using excel
5. **Cost accounting**: elements of Costs, Classification of costs, Preparation of Cost Sheet, Cost accounting systems: Job costing, process costing, contract costing and service costing, Marginal costing and use of break-even analysis in decision-making Relevant costs for marketing and production decisions- Cost Drivers and Activity Based Costing.

References

- Financial Accounting: A Managerial perspective R.Narayanswamy
- Introduction of Management Accounting- Horngren, Sundem, Stratton.
- Cost and Managerial Accounting - Duncan Willamson
- Cost accounting for Business Managers-Asish K Bhattacharayya.
- Management and Cost Accounting- Colin Drury
- Management Accounting HensenMowen
- Financial Analysis and Modelling ChandanSenGuptha

COURSES -IV: STATISTICS FOR MANAGEMENT

Course Outcome

- To enhance the student's ability to deal with graphical and numerical descriptive statistics for different types of data in management scenario.
 - To apply probability rules and concepts relating to continuous and discrete random variables within a business context.
 - To design data collection plans, analyze data appropriately and interpret & draw conclusion from analyzed data.
 - To provide students with hands on experience to use statistical tools in order to make systematic and scientific decisions even in uncertain business environment.
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Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. Quantitative data interpretation in managerial decision making: collection classification tabulation frequency distribution charts using excel, measures of central tendencies and dispersion using visual explorations in MS excel.
2. Correlation and regression: multiple correlation basic probability concepts conditional probability Bayes theorem use MS excel.
3. Probability distributions: binominal Poisson and normal distributions using excel estimation point and interval using Excel.
4. Statistical Decision Theory: hypothesis testing for means and proportions and for difference of means and proportions analysis of variance.
5. Sampling: sampling techniques, random sampling, random numbers table, Monte Carlo simulation, Chi-square tests, time series forecasting, hands-on with MS excel.

References

- Statistics for Managers using Microsoft excel Levine, Stephan & others
- Statistics for Management Richard Levin and Rubin [excel version]
- Statistics Murray Spiegel, Schaum Series
- Quantitative Business Analysis Text & Cases SamulBodiley& others
- Basic Business Statistics Bereuram and Levine
- Quantitative Methods Anderson, Sweeny & William

COURSES -V: Managerial Economics

Course Outcome

- To Improve managerial decision making process
- To understand the basic necessity of economic in Global business
- To utilize the scarce time and resources for the better production
- To improve the applied economic principles based on the managerial economics theories

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork, Seminars and Presentations.

COURSE CONTENT

1. **Introduction:** Definition, nature and scope of managerial economics, distinction between Micro & Macroeconomics. Theory of the firm- goals of the firm, indifference curve analysis, and Equilibrium Analysis-
2. **Demand Analysis:** Elasticity of demand, types, methods and determinants, Demand Estimation-Approaches, regression analysis and Demand Forecasting- Methods. Forecasting fluctuations in time series and regression analysis using excel.
3. **Production and Cost Analysis:** Production function, with one and two variable input, returns to scale, Nature of costs, short run and long run cost function and curves, economies of scale.
4. **Market Structures:** Market structure and degree, Perfect, Monopoly, Monopolistic and Oligopoly Competition, Price and output determination in short and long run, Cartels and non price competition. Game Theory and Strategic Behavior, Nash Equilibrium, Prisoner's

Dilemma.

5. **Pricing Decisions:** Pricing of multiple products, Pricing discriminations, National Income concepts and measurements, Business cycle, causes and coping strategies of firms.

References

- Managerial Economics- Dominick Salvatore.
- Managerial Economics- Gupta and Mote
- Economics- Samuelson & Nordhaus
- Managerial Economics by Peterson and Lewis
- Micro Economics Dominick Salvatore
- Macro Economics Palmer and others
- Macro Economics – Koutinyas

FOUNDATION COURSE

COURSES-VI: MANAGERIAL COMMUNICATION

Course Outcome

- To introduce the key concepts of communication, theory, strategy and implementation within an Organizational setting.
- To develop skills in applying the learnt concepts to realistic situations in a variety of Workplace environments.
- Writing business documents that are inviting to read , easily understood and logically argued.
- To enhance the ability to prepare and deliver effective presentations and pitches to suit various business scenarios.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Introduction: nature of managerial communication**, the communication process. Effective communication and barriers to communication, communication skills; writing, reading, logic, analysis and listening
2. **Communication for Problem Solving:** problem solving communication model for case analysis and reporting in detail. Group discussion, in-class / workshop exercises and assignments.
3. **Writing Skills:** exercises in drafting letters, memos, e-mail, proposals, resume writing, reports and executive summaries. The structure and process of creating business messages.
4. **Oral Communication:** exercises in speaking, discussing, listening and negotiating, body language and kinesics, business etiquettes.
5. **Business Presentations:** hands on with excel and office power point.

References

- Better Business Communication Denish Murphy
- Written Executive Communication - Shurter
- Model Business Letters - Gartside.
- Business Communication Lesikar Pettit - Flatery.

- MLA's Handbook.
- Business Research Methods- Cooper and Schneider
- Business Research Methods - Zikmund

COURSES - VII: BUSINESS, GOVERNMENT AND SOCIETY

Course Outcome

- It provides the students to acquaint an understanding of economic rules of government in the Indian context.
- It provides the interface between economic growth, poverty and inequality
- It helps to understand the success and failure of private and public partnership in the Indian context.
- It also helps to assess the forces for and against globalization.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork, Seminars and Presentations.

COURSE CONTENT

1. Business as a social system: internal and external environment, stakeholder map of business, role of government in economic activity and its impact on business in India. Business Ethics and Corporate Social responsibility. Economic Structure of India: economic planning in India, transition from mixed economy to a market economy, outlines of Public and Private sectors. Characteristics of industrial, service and agricultural sectors. Regional and sectoral imbalances, Dualism, Trends in GDP.
2. **Monetary and Fiscal System of India:** overview of India's monetary policy, fiscal policy, role of RBI, the banking sector, Indian financial system, money market and capital markets, stock exchanges and stock market reforms in India. Industrial finance in India role of development financial Institutions and commercial banks, NBFC's. Financing of exports and imports, EXIM and ECGC. Issues in taxation and government expenditure FRBM Act, the problem of fiscal deficit.
3. **Indian Society, Culture and Politics:** social problems of India, Impact of modernization on Indian society, demography, gender, environmental issues.
4. **Corporate Governance:** Introduction, Definition, Market model and control model, OECD on corporate governance, A historical perspective of corporate governance, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance, the concept of corporate, the concept of governance, theoretical basis for corporate governance, obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation, Indian cases.

References

- Business Environment C.A.Francis
- Business, Government & Society Arthur Gold Smith.
- Ethical choices - shekar
- India Development Reports
- India in Transition JagdishBhagwathi
- India's Economic policy BimalJalan

- Is there a Indian way of thinking A.K.Ramanujam
- A Million Mutinies- V.S.Naipual
- International Business Environment by Daniels &Radbaugh
- Business, Government, and Society: A Managerial Perspective, Text and Cases John F. Steiner, 12/e, McGraw-Hill, 2011.
- Business and Government Francis Cherunilam, HPH.

COURSES -VIII: COMPUTER APPLICATIONS IN MANAGEMENT

Course Outcome

- To acquaint the students with the applications of IT in the business decision making process.
- It also introduces basic uses of IT in the day-to-day activities of an organization.
- It provides an overview of the role of technology in business transactions.
- It gives the students to understand and use MS-office in the course.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. Information Technology: Application of information technology, uses of information technology, impact of information technology on business.
2. Electronic commerce: Infrastructure for e-commerce, communication networks for e-commerce, payment systems in e-commerce, impact of Ecommerce on Business. E-commerce in Indian Business Context, Business Models for e-commerce Information Systems for Mobile Commerce, Legal and Ethical Issues in E commerce and M commerce.
3. Information System Resources-Computer basics (H/w & S/w) DBMS, Communication Systems, internet and office automation. Word processing with MS word - starting MS word - MS Environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing document - creating mailing lists-mail and merge.
4. Concept of spread sheet and MS Excel - starting MS Excel - MS Excel Environment-working with Excel workbook. Preparation of charts and graph with excel - working with workbook. Working with functions Summary statistics.
5. Making presentation with Ms Power point - starting Ms Power point - Ms Power point Environment - working with power point - working with different views - designing presentations - printing in power point.

References

- Sanjay Saxsena-A First Course in Computer- Vikas Publishing House.
- Sanjay Saxsena- MS Office 2000- Vikas Publishing House,
- Rajaraman, V- Essentials of E-Commerce Technology- PHI Learning
- S. J. JOSEPH, P. T- E-Commerce : An Indian Perspective- 4th Ed- PHI Learning
- Laudon Kenneth and Laudon Jane- Management Information Systems- Contemporary perspective- PHI
- O'Brien James- Management Information System- Tata Mcgraw Hill
- Gorden Davis and Olson- Management Information System- Conceptual Foundations McGraw Hill
- Mohan. P- Computer Applications in Management- HPH Pvt. Ltd.
- Gopalakrishna. D- Electronic Commerce- Emerging Trends-HPH Pvt. Ltd.
- Pathak, and Nirupma- Computer Application in Management- HPH Pvt. Ltd.

SECOND SEMESTER

COURE COURSE

COURSES - I: MARKETING MANAGEMENT

Course Outcome

- This course is intended to offer a comprehensive introduction to the management of marketing functions, structures and institutions
- It helps to understand the role in the contemporary economic and social development.
- To formulate a marketing plan including marketing objectives, marketing mix, strategies, budgeting considerations and evaluation criteria.
- To understand marketing mix that take into account perceived value, competitive pressures and corporate objectives.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork, Seminars and Presentations.

COURSE CONTENT


1. **Introduction to Marketing Management:** nature of marketing management, Types of products / services. Marketing concepts: Product, Production, Selling, Marketing and Societal, Concepts Marketing environment, elements of Marketing Mix. Classification of goods & services.
2. **Consumer Behavior:** consumer & buyer behavior process, models of consumer behavior. Market research and market intelligence. Marketing information system.
3. **Market Segmentation and Targeting:** concept of segmentation and targeting, basis for segmentation for consumer and industrial products, Product positioning.
4. **Product & Price:** product Mix and Product Line, levels of product, new product development, product life cycle strategies. Branding, types of brands, brand building, measuring brand equity. Packaging and labeling. Pricing: General pricing approaches, new product pricing strategies, Public policy and pricing.
5. **Promotion and Place Mix:** elements of promotion mix, Marketing communication process, Publicity, Advertising and public relations. Personal selling and sales promotion. Direct marketing and online marketing. Distribution channels and logistics management, Channel design and administration, Public policy and distribution decisions.

References

- Marketing Management Philip Kotler, Prentice Hall India, (New edition)
- Fundamentals of Marketing William Stanton
- Principles of Marketing Philip Kotler and Garry Armstrong
- Marketing Management Rajan Saxena
- Marketing Management Zickmund
- Marketing Ramesh Kumar

COURSES -II: HUMAN RESOURCE MANAGEMENT

Course Outcome

- To enable students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
 - To help the students focus on and analyse the issues and strategies required to select and
- 

- develop manpower develop relevant resources
- To help students understand the process and evaluation of the performance appraisal and compensation management
- To develop relevant skills necessary for application in HR related issues.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork, Seminars and Presentations.

COURSE CONTENT

1. **Perspectives in HRM:** role of HR managers, sub-systems of HRM, HR functions and policies. Organization for HRM, Development of HRM in India, Recent trends in HRM, Impact of globalization on HRM.
2. **HR Planning, Recruitment and Selection:** scope of HR planning, Job analysis, job design Job description and job evaluation, methods of recruitment. Testing for selection of employees, use of psychological test, selection process, interviews, errors in selection.
3. **Training and Development:** induction and Orientation, methods of training, training manual, training under ISO and QS Certification. Supervisory, Executive and Management development programmes. Career development.
4. **Performance Management:** KRA and KPAs, Traditional vs Modern methods of performance management. Potential appraisal, Feedback systems. Job evaluation.
5. **Compensation Planning:** wages and salary, Administration perks, Fringe benefits, Bonus, Incentives. Compensation surveys. Productivity, Performance linked, Pay structure. Compensation review and structuring.

References

- HR and Personnel Management Keith Davis
- Personnel Management Flippo
- Human Resource Management T.V. Rao
- Human Resource Management Pattanaik
- Human Resource Management Micheal Armstrong
- Human Resource Management Gary Desseler

COURSES - III: CORPORATE FINANCE

Course Outcome

- To provide the students to understand the working of corporate financial systems.
- To help the students to understand to understand investment decision.
- To provide the students to understand private equity and venture capital.
- To provide the students also with opportunity cost of making a specific investment.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Goal of the Firm:** Profit maximization vs Wealth maximization, Nature of basic managerial finance functions-Investing, Financing and Dividend. Agency problems, Social responsibility. Time value of money, the concepts of compounding, discounting and present value, annuities, amortization of loans etc., Problem solving using excel.
2. **Valuation of Long Term Securities:** Bond Valuation, Common Stock Valuation using dividend discount model-Calculation of Rates of Return (yields)-Risk and return of equity stock and portfolio, CAPM model
3. **Working Capital Management:** Concepts-gross, net and core. Optimal level of working capital, Financing Current Assets-Maturity matching approach, Inventory Management, JIT, Cash and Receivables Management-Credit Management, Use of Liquidity Ratios, Financing of Current Assets-Issues and Problems in India
4. **Capital Budgeting:** Estimating cash flows Initial, intermediate and terminal Cash flows on standalone and incremental basis-Principles underlying cash flow measurement-Capital budgeting decision rules, Payback, Accounting Rate of Return, Discounted Cash Flow techniques NPV, IRR, PI, Problem solving using excel.
5. **Financing Decisions:** Capital Structure Vs Financial Structure. Concept of Optimal Capital Structure-Required Rates of Return and the Cost of Capital: Cost of debt, preferred stock, equity, computing WACC, The CAPM approach, Adjusting WACC for risk. Determination of Optimal Capital Structure-EBIT-EPS analysis, operating and financial leverage.

References

- Fundamentals of Financial Management Van Horne and Wachowitz
- Financial Policy and Management Van Horne, 12th edition.
- Financial Management Prasanna Chandra
- Corporate Finance Brigham and Erhardt
- Corporate Finance Ross, Wetfield & Jaffer

COURSES - IV: BUSINESS RESEARCH METHODS

Course Outcome

- To acquaint the students about the tools used for analyzing business data.
- It aims to provide an understanding of problem identification research.
- It provides an overall view of conducting field work and to provide data for decision making.
- It aims at providing an overview of report writing.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Research in Business:** Role of business research, Information systems and knowledge management, Theory building, Overview of research process, Ethical issues in business research.
2. **Problem Formulation:** Problem definition and research proposal, Basic research designs Exploratory, descriptive and causal designs. Secondary research designs. Qualitative analysis, Secondary data.
3. **Survey:** Basic concepts in survey research, Methods of communication with respondents, Questionnaire, Interview, etc., Observation method, Experimental research. Measurement and scaling concepts, Attitude measurement, Principles of questionnaire design.

4. **Sampling and Field Work:** Sample design and sample procedures, Determination of sample size a review of statistical theory, Field work.
5. **Data Analysis and Presentation:** Editing and coding for transformation of raw data into information, Basic data analysis descriptive, statistics, univariate statistics, bivariate analysis: Tests of differences, Measures of association. Multi variate analysis. Presentation of research findings.

References

- Business Research Methods Zikmund
- Marketing Research Malhotra N.K.
- Marketing Research Parashuraman
- Business Research Methods Donald R. Coopers and Schindler
- Foundations of Behavioural Research F.N. Kerlinger
- MLA Handbook for Researchers MLA Association

COURSES - V: OPERATIONS MANAGEMENT

Course Outcome

- The course aims at familiarizing us students with production process and related issues in industrial units.
- It introduces to students with inventory planning and material requirements planning.
- It helps in job designing in the organizations.
- It provides students with total quality Management and Supply Chain Management.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Production Strategies:** product strategies Product life cycle Productive system types Impact of technology on organization and operations functions.
2. **Plant Location and Types of Plant Layout:** production planning and control Inventory planning and control Just in Time - Materials requirements planning, production in aggregate terms.
3. **Job Designing:** work study and time study Statistical quality control methods. Japanese manufacturing systems Flexible manufacturing system.
4. **Total Quality Management:** trends in quality management, benchmarking, business process reengineering, Kaizen, Six Sigma Motorola systems, Quality criteria based on Deming prize, Malcolm Baldrige Award. Quality Management Systems, ISO Standards.
5. **Supply Chain Management:** concept of SCM. Managing the external and internal supply chain, Global SCM and sourcing.

References

- Modern Production Management Buffa Elwood. S, and Rakesh K. Saren, John Wiley and Sons, 2003.
- Production and Operation Analysis Steven Nahmas
- Cases in Production / Operations Management K.N. Krishnaswamy
- Total Quality Management Dale H. Besterfield and others Pearson Education, New Delhi, 2003.

- Total Quality Management Poornima Choudhary Pearson Education New Delhi, 2002.
- Total Quality Management Sridhar Bhatt.
- Supply chain Management theory and practices Mohanty and Deshmukh, Biztantra 2005.

FOUNDATION COURSE

COURSES - VI: LEGAL ASPECTS OF BUSINESS

Course Outcome

- To disseminate knowledge on the formation and management of business in company format.
- To provide information about the applicability of various industrial laws.
- To provide an insight into matters related to foreign exchange and its effect on managing the business.
- To provide an exposure on the laws related to intellectual properties and their influence on business.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Assignment, Fieldwork Seminars and Presentations.

COURSE CONTENT

1. **Outlines: Industries Development and Regulation Act (IDRA), Competition Act. Foreign exchange management act.(FEMA)**
2. **Outlines: company Law**, provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mismanagement and oppression. Powers of investigation by the Government, Issues relating to good corporate governance.
3. **Outlines: intellectual property rights, Patents and Trademarks Act**, copy rights act, geographical appellation,
4. **Outlines: security Market Laws**, Security and Exchange Board of India Act (SEBI), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.
5. **Outlines: consumer protection act and Information technology act.**

References

- A Manual of Business Laws S.N. Maheshwari and S.K. Maheshwari
- Business Law for Management K.R. Bulchandani
- Business Environment: Texts and Cases Francis Cherunilam
- Business and Corporate Laws S.S. Gulshan and G.K. Kapoor
- Bare Acts of respective legislations.

COURSES -VII: Management Information Systems

Course Outcome:

- To recognize contemporary MIS and how information systems support business strategy, business processes, and practical applications in an organization.
- To interrelate how various support systems can be used for business decisions and to sustain competitive advantage.

- To provide a global platform for e-business, business mobility and communications, collaboration, and cloud computing.
- To express ethical awareness and moral reasoning

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. Information Systems: data vs Information, Strategic role of information in management, Organization as an information system. TPS, MIS, DSS, ESS, OAS, Networking concepts, telecommunications networks.
2. Systems Development: the concept of systems development life cycle (SDLC), types of SDLC, Use of flow charts.
3. Application Technologies: ERP concepts, Evolution of ERP, ERP packages, SAP, Baan, MFG-PRO, Oracle, ERP Evaluation, ERP and BPR, ERP Implementation, Extended ERP, Case studies.
4. Web Publishing: web publishing, Types of websites, Web surfing, E-commerce, B2B, B2C, C2C, E-commerce security issues, Ethical issues
5. **Practicals on ERP** -. Functional modules in business.

References

- MIS Kennett G. Laudon and Jane P. Laudon
- MIS James A. O'Brien
- MIS-C.S.V.Murthy
- Computer Today S.K. Basudev
- ERP Concepts V.K. Garg

COURSES -VIII: OPERATIONS RESEARCH


Course Outcome

- The acquaint the students with the application of operations research to business and industry.
- It also helps them to grasp the significance of analytical techniques in decision making.
- It helps them to understand the project sequencing and optimize the project duration.
- It also provides to take decision under risk and uncertainty.

Pedagogy

The Pedagogy consists of Lectures, Case Study, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Linear programming:** Formulation, Graphical solutions Simplex Method Big- M method, Duality and sensitivity analysis.
 2. **Transportation and Assignment Problem:** Traveling salesmen problems, solving the sequencing problems.
 3. **Queuing Models:** Deterministic and probabilistic models, Single server and multiple server models Infinite population.
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4. **Network Analysis:** PERT & CPM, Determination of floats, Time-Cost-Trade-off and Crashing of networks. Theory of games Two Persons Zero-sum game.
5. **Decision Theory:** Decision making under risk and uncertainty, decision trees.

References

- Quantitative Techniques in Management N.D. Vohra
- Operations Research Wagner
- Operations Research HamdyTaha
- Theory and Problems of Operations Research Richard Brouer
- Mathematical Methods in Business Barnett and Sieger
- Operations Research S.D. Sharma

COURSES -IX: GLOBAL BUSINESS ENVIRONMENT

Course Outcome

- It helps the students to understand the International Trade Theory
- It explores knowledge on international economic Institutions
- It helps to understand the foreign Investment flows
- It also helps to understand the regional economic block

Pedagogy

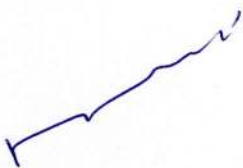
The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork, Seminars and Presentations.

COURSE CONTENT

1. Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications. Approaches to international business. Trade Theories
2. Environmental Context of International Business: Framework for analyzing international business environment Domestic, foreign and global environments and their impact on international business decisions.
3. Global Trading Environment: World trade in goods and services Major trends and developments; World trade and protectionism Tariff and non-tariff barriers; Counter trade.
4. International Financial Environment: Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows. Capital flows, foreign investment flow and barriers: FDI and FII
5. International Economic Environment: World Economic and Trading Situation; International Economic Institution and Agreements; WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements. BRICS and BRICS Bank, Regional Economic Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation.

References

- Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
- Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
- Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
- John D Daniel, Lee H Radebaugh and Daniel P Sullivan, International Business: Environment and Operations, 10th Edition., Pearson Education.
- Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
- Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.
- Aswathappa K, Essentials of Business Environment, 10th Revised Edition, HPH.
- Francis Cherunilam, International Business , Revised Edition, PHI
- Francis Cherunilam, Global Economy and Business Environment, Revised Edition, HPH.



THIRD SEMESTER

COURE COURSE

COURSES -I: PROJECT MANAGEMENT

Course Outcome

- To acquaint the students with the overview of Business related Project Management.
- To Provide the students with Project Planning
- To identify the Project Risk Management and reduce project risks.
- To Provide an understanding of Project team Management.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Project Management:** concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy, project life cycle, feasibility studies - different forms of project contracting.
2. **Project Scope Management:** defining project scope, creating work break down structure (WBS), project roll up, process break down structure, responsibility matrix.
3. **Estimating project cost and time:** factors influencing the quality of estimates, top-down versus bottom-up estimating, methods for estimating project cost and times.
4. **Project Risk Management:** measuring risk, contingency planning, scheduling resources, and reducing project duration.
5. **Project Team Management:** building high-performance project teams, managing virtual project teams, project control process. Performance measurement and evaluation, project quality, planning, quality assurance, quality audit, project closure, post completion audit.

References

- Project Management Clifford Gray & Larson
- The practice and theory of project management creating value through change Newton, Richard 2009, Hampshire, Palgrave Pub
- Effective project Management Clements, James P & Gido Jack 2006, NewDelhi, Cengage Learning
- Project Management: A managerial approach Meredith, Jack.R& Mantel Samuel.J 2006, New Delhi, John Wiley & Sons
- Project Management for business, engineering & technology: principles & practice Nicholas, John.M&Steynl, Hermann
- Project Management Harvey Maylor 1999, New Delhi, Macmillan pub
- www.pmi.org

COURSES -II: ENTREPRENEURSHIP AND SMALL BUSINESS

Course Outcome

- To describe the importance of entrepreneurship; outline the qualities of a successful entrepreneur; state the functions of an entrepreneur; explain the issues and problems faced by entrepreneurs.
- To identify and secure customers, stakeholders, and team members through networks, primary customer research, and competitive and industry analyses in order to prioritize and pursue an initial target market in real-world projects.
- To develop knowledge on how to assess business opportunities and an in-depth understanding of what typically characterize successes and failures.
- To detect weaknesses and strengths within a business opportunity, and give suggestions of how to improve these weaknesses and utilize these strengths

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork, Seminars and Presentations.

COURSE CONTENT

1. **Foundations of Entrepreneurship:** nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs.
2. **Business Planning:** from idea generation to preparation of detailed business plans. Exercises in preparation of business plans.
3. **Venture Capital:** valuing and financing a venture, stages of venture development and financing, venture capital firms (VC's). Rural & social entrepreneurship, potential for entrepreneurship in rural India, SHGs, micro credit etc. family businesses, new generation entrepreneurs, women entrepreneurs- case studies
4. Small Business in Indian Environment Economic, Social, Political cultural and legal; Policies Governing small scale units; industrial policies and strategies relating to small scale sector.
5. Institution assisting export promotion of small business in India; Export promotion councils global perspective of small business in selected countries.

References

- Entrepreneurship Prof. T.V.Rao
- Entrepreneurship Hisrich & Peter
- Stay hungry stay foolish-Rashmi Bhansal
- Entrepreneurship-Mathew J Manimala
- Indias new capitalist Harish Damodaran
- Business Maharaja's Geetha Peramal
- Desai Vasant, Organization and Management of Small scale industry, Bombay, Himalaya,

ELECTIVE PAPERS

MARKETING

COURSES - III: CONSUMER BEHAVIOR AND MARKETING RESEARCH

Course Outcome

- The objective of the course is to familiarize the students with the consumer behavior.
- It helps them to identify the decision making process with the consumers.
- It provides them to understand the various marketing research designs to conduct research on consumers.
- It also helps them to understand the data analysis using SPSS.

Pedagogy

Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT


1. **Consumer Behavior:** introduction, Factors influencing consumer behaviour, Personality, Psychographics, Family, Society, Values of perception, Attitude and life styles, Different models of consumer behaviour Economic, Learning, Psychoanalytical, Sociological, Howard Sheth, Nicosia, Webster and Wind, Engel, Blackwell and Minard models.
2. **Buying Decision Making Process:** buying roles, Stages of the decision process High and low effort decisions, Post purchase decisions,
3. **Marketing Research Designs:** types of research designs, Techniques and tools of data collection Scales and measurement, various types of data, Sampling techniques, Sample size determination. Analysis and interpretation of data. Reporting the research findings.
4. **Application of Quantitative Tools in Marketing:** decision making using Regression analysis, ANOVA, Discriminant analysis, Factor analysis, Cluster analysis, Multi-dimensional scaling and Conjoint analysis, Use of SPSS for data analysis.
5. **Market Research:** marketing and market research, Qualitative research, Market and sales analysis. Motivation research, Communication research, Product, Pricing and Distribution research.

References

- Marketing Research N.K. Malhotra
- Marketing Research R.Nargundkar
- Consumer Behaviour Schiffman and Kanuk
- Marketing Research Tull, Green and Hawkins
- Business Research Methods Zikmund
- Marketing Research Parashuraman, Grewal
- Consumer Behaviour Hoyer Mac Innis

COURSES - IV: SALES AND LOGISTICS MANAGEMENT

Course Outcome

- To understand sales force and marketing channels to gain competitive advantage.
 - To familiarize with the concepts, techniques and the practical aspects of the key decision making variables in distribution channel management.
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- To introduce course participants to national and international sales and distribution practices
- To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales & distribution management systems

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Sales Management:** objectives of sales management, Personal selling process, developing personal selling strategies. Organizing the sales force Types of sales organizations Determining the kind of sales force and Size of the sales force. Qualities of sales executives.
2. **Managing the Sales Force:** effective Recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales Quotas Compensating sales force, Motivating the sales force Controlling the sales force Evaluating the sales force.
3. **Retailing and Wholesaling:** non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net, Emerging trends in retailing & wholesaling.
4. **Distribution and Logistics Management:** design of distribution channel, Structure and Channel management. Components of logistics inbound and outbound logistics, key logistics activities viz., Customer services - Inventory management Material handling Communication Order processing, Packaging Traffic and transportation Warehousing and storage.
5. **Logistics Strategy:** logistics information system, Organizing for effective logistics, Implementing logistics strategy Computer packages used in logistics. Retailing and wholesaling, sales and logistics for rural markets.

References

- Edward W. Cundiff and Noman A.P. Govani
- Professional Sales Management R.E. Anderson, Joseph F. Har, Alan J. Bash
- Marketing Channels Louis W. Stern, Adel I. ER Ansary, T. Coughlan
- Fundamentals of Logistics Management M. Lambert, James R. Stock, M. Eliram
- Logistics Management Donald J.B. and D.J. Closs
- Logistics and Supply Chain Management Martin Christopher
- Sales Management Analysis and Decisions Making Thomas N. Ingram
- Managing Supply Chain J.L. Gattorn and D.W. Waldis

COURSES -V: ADVERTISING AND SALES PROMOTION MANAGEMENT

Course Outcome

- Analyze the expanding environment of media and communication techniques and asses the strengths, weakness, opportunities and threats (SWOT) of different kind of promotional campaigns.
- Examine the importance of market segmentation, position and action objectives to the development of an advertising and promotion program
- Contribute to evaluating the effectiveness of advertising and marketing communication initiatives.

- Participate in the development of creative solution to address advertising and marketing communications challenges.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Promotion Mix:** elements of marketing promotion mix, Advertising, Publicity, Personal selling, Public relations and Sales promotion, Determinants of promotion mix.
2. **Advertising:** types of advertisement, advertise ability and advertising aids, Advertising planning and decision making.
3. **Advertising Campaign Planning:** setting advertising goals and objectives, The DAGMAR Approach. Message strategies and tactics, Creative approaches, Copywriting and testing, Advertising copy design and communication strategy, Copy-visualization lay out, Advertising appeals and themes, Classification of advertisement copies, Essentials of a good copy. Exercises in drafting advertisement copy.
4. **Advertising Media:** types of media, media planning and scheduling, Advertisement budgets, approaches to advertising, budgeting. Measuring advertising effectiveness. Advertising strategies for rural markets.
5. **Advertising Agencies:** profile of major advertising agencies in India and abroad, Rural advertising, social advertising, ethics in advertising, advertising standards council of India (ASCI).

References

- Advertisement and Promotion Belch and Belch
- Advertising Aaker and Bathra
- Advertising Management Chunawalla
- Advertising Management Write and Ziegler
- Contemporary Advertising Williams Arens
- Advertising Management Rajeev Batra, John G. Myer, David Aker
- Advertising Planning & Implementation Sangeeta Sharma & Raghuvir Singh
- Advertising Principles and Practice Wells, Moriarty, Burnett
- Advertising Management Jaishri Jethwanry, Shruthi Jain
- Marketing Communication Dahlen

FINANCE

COURSES - III: ADVANCED CAPITAL BUDGETING

Course Outcome

- The objectives of the Course is to provide knowledge about cash flow measurement in evaluating projects.
- To provide the students with ranking projects based in optimal cash flow.
- To understand the concepts of real options in capital investment
- To identify the techniques for project risk analysis.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork / Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Advanced Topics in Capital Budgeting:** Cash Flow Measurement Problems, Use of Probabilities, serial dependence and independence of cash flows, Use of Decision Trees, Real Options in Capital Budgeting: Expansion, Abandonment and Postponement
2. **Ranking Projects: Conflicts in Ranking Projects using NPV and IRR,** Fisher's rate of intersection, Multiple IRRs, MIRR, Optimal decision under capital rationing-Risk Analysis in Capital Budgeting using Sensitivity Analysis and Scenario Analysis and Simulation
3. **Dividend Decisions:** Dividend As a Passive Residue, Signaling device. Determinants of Dividend Policy of a firm. Provisions of Company Law and Income Tax Law pertaining to Dividends.
4. **Valuation of the Firm:** Ideal capital market, valuation of firm using MM, CAPM, Binomial and BSOPM models and their reconciliation-
5. **Information Asymmetry and Principal Agent Conflicts:** Separation of ownership and control, principal and agent conflicts, real world factors and violation of conditions of ideal capital market on valuation of securities and firms. Classic directive, maximizing V vs E. Information asymmetry, Akerlofs market for lemons, spence's job market signaling, causes of information asymmetry, valuation of securities and quality of stock market. Information asymmetry and bond valuation and dividend.

References

COURSES -IV: FINANCIAL MARKETS AND INSTITUTIONS


Course Outcome

- To understand the Indian capital market and money market.
- To understand the basic concepts of banking in India.
- To understand merchant banking and credit rating in India
- To evaluate the regulatory mechanism of capital Market .

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. Overview of Indian Financial System: Indian Capital Market and Money Market, Foreign Institutional Investors (FIIs)-Portfolio Management Schemes of Indian Institutional Investors, Global Capital Flows-Hedge Funds, Private Equity. ADR and GDR.
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2. **Indian Capital Market:** Primary and Secondary Capital Markets in India-Market for Stocks and Bonds, Market for Derivative Instruments (Financial and Commodities), Over the Counter Markets (OCTEI), NCDEX, MCX. Markets for Government Securities, Mock Exercises in Online Stock Market Operations on Sensex and Nift
3. **Banking in India:** current problems of public sector banks, capital adequacy norms, Basel norms, NPA problem corporate debt restructuring, and securitization of debt and asset reconstruction companies, the new Insolvency and bankruptcy code.
4. **Merchant Banking and Credit Rating:** Introduction to merchant banking, merchant bankers/lead managers, registration, obligation and responsibilities, underwriters, obligation, bankers to an issue, brokers to an issue. Issue management activities and procedure pricing of issue, issue of debt instruments, book building green shoe option, services of merchant banks, Credit Rating - SEBI guidelines, limitations of rating.
5. **Regulatory Mechanisms:** The role of SEBI in regulating the Capital Market and Stock Exchanges-Outlines of the SEBI Act and Powers of SEBI- Important Cases dealt with by SEBI-Sahara, NSEL, Insider Trading Cases etc. Investigation into Corporate Frauds under Companies Act. NFRA and IBBI.

References

COURSES - V: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Outcome

- To recognize and apply appropriate theories, principles and concepts relevant to securities analysis and portfolio management.
- To familiarize the students with the fundamental and technical analysis of the diverse investment avenues.
- To outline major steps in the portfolio management process and identify different types of financial markets.
- To identify, analyze and draw reasoned conclusions in selecting and presenting information on securities.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

- 1 **Efficient Market Hypothesis:** The Concept of Market Efficiency-Weak Form, Semi-strong and Strong form of efficiency-Statistical Tests for Measuring Efficiency-STIGLITZ paradox of Market Efficiency-Optimal risky portfolios-Markowitz's mean variance model Vs Stochastic Dominance Analysis(SDA), Equilibrium in capital markets Capital asset pricing model, Index models and Arbitrage pricing theory and multifactor models of risk and return.
- 2 **Fixed Income Securities:** Bond Prices and yield Bond Characteristics and Types, Bond Pricing, Bond yield, Term Structure of Interest rate, Interest rate risk- interest rate sensitivity, duration, convexity and immunization.
- 3 **Fundamental Analysis:** Economic analysis, Industry analysis, Company analysis, Forecasting company earnings, Valuation of companies, Metrics used in valuation of firms.

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- 4 **Technical Analysis:** Market indicators, Forecasting individual stock performance, Techniques, Types of charts, Dow theory, Relative strength, Contrary opinion, Moving average, Conference index, Trading volume, Concept of depth, breadth and resilience of the market.
- 5 **Active Portfolio Management:** Sharpe, Treynor, Jensen's Alpha measures of mutual fund performance measuring investment return, conventional theory of performance evaluation, M² and T², market timing, performance attribution procedures, style analysis and morning star's, risk adjusted rating. Active portfolio construction using Treynor Black model

References

HUMAN RESOURCE MANAGEMENT

COURSES -III: HUMAN RESOURCE DEVELOPMENT

Course Outcome

- To equip students to develop themselves into a critically reflective and capable HRD practitioner.
- To enable students to develop an ability to decide learning and training needs
- To apply HRD interventions like coaching, mentoring, and counseling.
- To explain the role of HRD in designing, developing, Implementing and evaluating appropriate strategies in line with the business goals.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Human Resource Development:** sub systems of HRD & OD, HRM and HRD, Emerging trends in HRD, HRD in IT industry, public sector, government organizations, and NGOs.
2. **Performance Management:** traditional and modern techniques, Open Appraisal Identification of Key Performance Areas and Key Result Areas Managerial appraisal Ethical issues in performance appraisal. Potential appraisal, Feedback mechanisms, Performance management and career development. Bi-directional performance management.
3. **Mentoring, Coaching & Employee Counseling Services:** nature mentoring and coaching, Coaching to improve poor performance, Effectiveness of coaching, Need for employee counseling programs, Components & Characteristics, Issues in employee counseling.
4. **Career Planning and Development:** meaning and process Career path, Career width and Length Succession Planning Career Development.
5. **Learning and development in knowledge setting:** learning in a knowledge environment, creating a holistic developmental approach, developing social capital, developing knowledge leadership capabilities, project-based learning, working with technology, building a comprehensive knowledge development strategy, planning for individual development.

References

- Human Resource Development Randy L. Desimone, Jon M. Werner & David M. Harris.
- Designing and Managing Human Resource Systems Pareek, Udai and Rao T.V.
- Recent Experience in Human Resource Development Rao T.V. and Pereira, D.H.
- Performance Appraisal Theory and Practice Rao T.V.
- Effective Human Resource Development Neal E. Chalofsky, Carlene Reinhart.
- Human Resource Management Satyadian S. Mirza
- Knowledge Management Shelda Debowski John Wiley, India publications.

COURSES -IV: ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Outcome

- To understand how the process of Organizational Change occurs and the typical roles that collaborate to deliver successful change
- To understand how Individuals are impacted by change and the different ways they might respond to change.
- To Outline important aspects as to how to build and equip a change team to improve effectiveness in an organization.
- To learn to diagnose ongoing activities within an Organization and plan the implementation of selected OD interventions.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Organizational Change:** planned organizational change, Change agents, Dynamics of resistance to change, Planned change. Quality work life.
2. **Organization Development:** history of Organization, Development Values Assumptions Beliefs in organization development.
3. **Theory and Management of Organization Development:** foundations of organization development Managing the organization development process Action research and organization development.
4. **Organization Development Intervention:** team intervention Inter-group and third party peacemaking intervention Comprehensive Intervention Structural Intervention Training experiences.
5. **Key Consideration and Issues:** issues in consultant Client Relationships System Ramification, Power, politics and organization development Research in organization development.

References

- Organization Development Franch and Bell;
- Organization Behaviour Fred Luthans
- Human Behaviour at Work Keith Davis; Organizational Design for Excellence Khandawalla.
- Organizational intelligence Silber Kearny.
- The dance of change Peter Senge and others.
- The fifth discipline Peter Senge.

COURSES -V: TRAINING AND DEVELOPMENT

Course Outcome

- To understand the basic concepts of organizational Training and Development.
- To provide both conceptual and practical value for developing training programs.
- To be able to evaluate a training program using statistical methods.
- To emphasize the importance of training in improving the core competencies of individuals and organizations.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

- 1.**Training:** introduction, Importance of training, Advantages of training, Training challenges, changing workplace and workforce, Training as a sub system of HRD, Learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan.
- 2.**Training Needs Assessment (TNA):** methods of TNA, Organizational support for TNA, Organizational analysis Specifying goals, Identifying constraints, Resource analysis, Learning principles, Training enhancement, Trainee characteristics.
- 3.**Training Delivery:** traditional vs Modern methods, SDLP, Simulated work settings, DLP, CD ROM, Interactive Multimedia, Web-based instructions, Intelligent Training System (ITS), Virtual Reality Training (VRT).
- 4.**Training Interventions:** learning Experience and Building Organization Capability, Employee capability, Apprenticeship, Vestibule, Embedded training, Team building, cross and Inter-positional training, Leadership training.

References:

- Training in Organization Irwin L. Goldstein, J. Kevin Ford.
- Effective Training: System Strategies & Practices P Nick Blanchard James W Thacker.
- Training For Organizational Transformation Rolf P Lynton UdaiPareek.
- The Trainers portable mentor Gargulo & Others.

INTERNATIONAL BUSINESS

COURSES -III: INTERNATIONAL ECONOMICS

Course Outcome

- To enable students to Comprehend theory of decision making under conditions of scarcity and uncertainty.
- To analyze choice and demand, production, cost, the firm and market structure & reasons for market failure.
- To develop analytic tools used to understand how the economy functions in aggregate.
- To understand the short & long run economic fluctuations.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Theories of International Trade:** the law of comparative advantage, the standard theory of international trade, factors endowment and the Hecksher- Ohlin theory.
2. **Demand & Supply Analysis:** introduction, the equilibrium relative commodity price with trade- partial and general equilibrium analysis, relationship between general and partial equilibrium analyses, offer curves, the terms of trade and gains.
3. **Economies of Scale:** introduction, imperfect competition and international trade, trade based on dynamic technological differences, cause of transportation, industry location, environmental standards and international trade.
4. **Economic Growth and International Trade:** growth factors of production, technical progress, growth and trade in small country and large country perspective, effect and evaluation, trade changes.
5. **Trade Modes:** modes, determinants, foreign investments FDI, FDI on national treatment factor. Heterogeneity in international trade, India in the global setting and globalization of Indian business.

References

- Domenic Salvator International Economics
- Paul R.Krugman and Obstfeld.M International Economics, 3rd Edition, Harper Collins Pub., 1994
- Buckley, Adrian Multinational Finance, New York, Prentice Hall Inc.m 1996.
- International Economics Robert J.Carbaugh 2008.
- International Economics Theo.S.Eicher, John H.Mutti and Michelle H.Tumovsky-2009
- International Economics Global Markets and competition Henry Thompson, 2006

COURSES - IV: INDIA & WTO

Course Outcome

- To acquaint the students with international body/ Institution WTO and its establishment for the smooth conduct of International trade & Business. Highlighting its importance.
- To identify the inherent structure & the primary objectives of WTO.
- To recognize the functional role of WTO, as a facilitator & protector of international trade.
- To highlight some of the important trade agreements under the overall preview of WTO such as TRIPS/ TRIMS/ GATS Etc

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Globalization:** globalization of world economy, business, impact and implications, policy options and governance. Arguments for India joining WTO - Arguments against membership benefits and disadvantages to India. India's commitment and role in WTO India as defendant

and as complainant India's position in WTO.

2. Regional trade blocks and economic integration reasons for growth of economic blocks economic political types of economical integration. Major regional trade groups NAFTA, MERCOSUR, APEC,EU,BIMSTAC, ASEAN, G-6, IBSA. Euro benefits of common currency expectancy impediments of integration, India's role in promoting foreign trade vision perspective, road map, prospects, performance and evaluation.
3. WTO Objectives, function, GATT and WTO., principles of WTO transparency, MFN treatment, national treatment free trade principles dismantling trade barriers ruled based trading system, treatment of LCD's competition principles anti dumping measures environment protection.
4. Review of India's economy post 1995, analysis of general agreement on trade in services (GATS), definition of services under GATS, modes of international delivery services cross border supply commercial supply consumption abroad, movement of personnel special agreements under WTO TRIPS TRIMS objectives of intellectual property protection, Indian patent law and trips issues, controversies and legal position.
5. Review of India's International Business with relevance to bilateral, preferential, regional, free trade, multilateral trade agreements. India's stand on WTO agreements agriculture, NAMA, IPR, mode 4 restrictions, subsidies, concessions etc.

References

- International Business By Roger Bonnet
- International Business - Michael Zinkata
- International Business - John d.Daniels
- International Business Richard M.Shaffer
- International Business - Rugman
- International Business VyepthakeshSharan
- International Economics Dominick Salvatore
- Prospects of India's Foreign Trade N.A.Khan
- India's Foreign Trade - Vadilal
- Manual of Foreign Exchange H.E.Evilt

COURSES - V: EXPORT-IMPORT PROCEDURES & DOCUMENTATION

Course Outcome

- To introduce familiarize the students with the Import & Export Policy framework & Guidelines of the Government of India.
- To introduce the role & functions of the principal regulatory authorities like DGFT, CBEC who administer & govern the foreign trade in India.
- To familiarize the students, import & export licensing formalities with relation to category of importers and exporters, categories of goods/ services with reference to both industrial & Non- industries sectors.
- To familiarize the students about the international contractual terms & conditions such as INCOTERMS etc & the duties & responsibilities of buyer & seller.

Pedagogy:

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **International Trade Policy Framework:** regulations for International trade, legal aspects of exports import contract, Exim policy of India.
2. **Export Trade Procedures & Documentation:** export procedures, pre-shipment inspection procedure, export documentation, ECGC relevance, incentives, eligibility criteria, performance evaluation, self-certification procedures, concessions and promotional advantages.
3. **Export Promotion Measures in India:** export promotion organizations, role of government agencies, STC, MNC/TNC's in promoting exports and evaluation of its impact on BOP.
4. **Import Trade Procedures & Documentation:** restrictions, role and relevance of government interventions, measurement of import parity on GDP.
5. **Role of International Trading Center in E-commerce:** computational analysis of India's export import logistics and simplification of procedural formalities and requirements.

References

- Desai.H.B Indian Shipping Perspectives, Delhi, Anupam Publications, 1988
- Government of India handbook of Import Export Procedures
- Paras Ram Export: What, Where and How, Delhi, Anupam Pub., 1995.
- Export Management Balagopal
- Export Import Procedures Thomas E.Johnson
- New Import Export Policy & Handbook of Procedures-Nabhi
- International Trade & Export Management Francis Cherunilam.

INFORMATION SYSTEMS

COURSES - III: SYSTEM ANALYSIS AND DESIGN

Course Outcome

- To understand and apply the information systems (IS) theories and concepts required in Systems Analysis and Design (SAD)
- To design system components and environments.
- To build general and detailed models that assist programmers in implementing a system.
- To design a database for storing data, a user interface for data input and output, and controls to protect the system and its data.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **System Analysis Fundamentals and the Modern Systems Analyst:** introduction to systems analysis and design, information system components, types of business information systems, organizational structure. Systems development techniques and tools, the SDLC, the systems analyst position.
2. **Information Requirements Analysis:** systems planning, preliminary investigation, the importance of strategic planning, a frame work for systems development, information system projects, evaluation of systems requests, steps in preliminary investigation.

3. **Systems Analysis Process:** requirements modeling, system development methods, modeling tools and techniques, systems requirement checklist, factfinding, interviews, other fact-finding techniques, documentation. Data and process modeling-DFDs, data dictionary, process description tools, logical vs. physical models. Object modeling- object-oriented terms and concepts, objects and classes.
4. **The Design Process and its Essentials:** evaluating software alternatives, steps in evaluating and purchasing software packages, transition to systems design, prototyping. User interface, input and output design, user interface design. Systems implementation-application development, structured application development, object oriented application development, testing the application, documentation, management approval, installation and evaluation, training, data conversion, systems support user support activities, maintenance activities, systems obsolescence.
5. **Cross Life Cycle Activities and Skills:** project and process management techniques, fact finding and information gathering, feasibility and cost-benefit analysis, joint application development, interpersonal skills and communications.

References

- Jeffrey L. Whitten and Lonnie D. Bentley Systems Analysis and Design, Tata McGraw Hill.
- Shelly, Gary b., Cashman, Thomas J and Rosenblatt, Harry J: Systems, Analysis and Design, Thomson.
- Kendall and Kendall, Systems Analysis and Design, PHI.
- Len Fertuck Systems Analysis and Design with Modern Methods B & E Tech.
- Satzinger, John W. Jackson, Robert B. Burd, Stephen D, Systems Analysis and Design in A changing world, Thomson.

COURSES - IV: SOFTWARE ENGINEERING MANAGEMENT

Course Outcome

- To build basic knowledge and understanding of the analysis and design of complex systems.
- To use the techniques, skills, and modern engineering tools and processes necessary for software engineering practice
- To develop, maintain and evaluate large-scale software systems.
- To produce efficient, reliable, robust and cost-effective software solutions.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **The Product and the Process:** an overview of system engineering, analysis concepts and principles, analysis modeling, design concepts and principles, design methods, design for real time systems.
2. **Software Life Cycle Models:** software requirement, software design, configuration management.
3. **Software Metrics:** software process and project metrics, technical metrics for software. Project planning and management: Project management concepts, project scheduling and tracking, software project planning.
4. **Risk Management, Quality Assurance:** quality verification and valuation, testing.
5. **Object Oriented Concepts:** formal Methods, Software reengineering and software tools.

References

- Roger S.Pressman: Software Engineering A Practitioner's Approach Tata McGraw Hill IV edition.
- Kieron Conway, Software Project Management: From concept to deployment, Wiley Dreamtech Press
- Sommerville, Ian: Software Engineering, Addison Wesley
- S.A.Kelkar, Software Project Management, PHI
- Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli Fundamentals of Software Engineering PHI.

COURSES -V: DATABASE MANAGEMENT TECHNIQUES

Course Outcome

- To understand the fundamentals of database systems, design techniques and their use in organizations.
- To comprehend how database systems are used for strategic and operational decision making.
- To understand managerial issues associated with database technologies.
- To understand current/emerging technologies like data warehousing and Web-enabled data-driven systems


Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

- Database Concepts, Schemas, Models, Architectures, Products, Features, OOAD, OOPS, OLAP, OLTP.
- Extraction, Transformation and Loading (ETL), ETL Concepts and Tools in market, Data warehousing, Data Mining, Data Mart, Data Storage Methods.
- Business Intelligence, Tools and Methods.
- Structure, Design, Development and Managing Corporate Information Systems (CIS).
- Data Security Management and Control.

References

- The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning by Ralph Kimball and Joe Caserta
 - ETL Strategy for the Enterprise..by Sandesh Gawande
 - Business Intelligence: A Capability Maturity Model By Dorothy Miller
 - Introduction to Business Intelligence By Jorg Hartenauer
 - Database Management: An Organizational Perspective by Richard T. Watson
 - Database Systems Design, Implementation, and Management by Peter Rob and Carlos Coronel
 - Modern Database Management (5th Edition) by Fred R. McFadden, Jeffrey A. Hoffer and Mary B. Prescott
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- Developing Quality Complex Database Systems: Practices, Techniques and Technologies by Shirley A. Becker
- Strategic security management: a risk assessment guide for decision makers By Karim H. Vellani
- Information Security Management with ITIL, Volume 3 By Jacques A. Cazemier, Paul Overbeek, Louk Peters

RETAIL & SUPPLY CHAIN MANAGEMENT

COURSES -III: SUPPLY CHAIN MANAGEMENT

Course Outcome

- with the concepts of supply chain linkages in organizations.
- It helps the student to understand inventory levels and order quantities
- It also helps in illustrate the linkages with customers' issues, logistics and business issues in Indian context.
- It helps in understanding retail and supply chain interface and channel design management

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Introduction to Supply Chain Management:** concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy, operating model for supply chain. Managing the External and internal supply chain.
2. **Global Supply Chain Management:** EDI, Problems of complexity confronting supply chain Management, Reverse Supply Chain. Value chain and value delivery systems for SCM. Organization Design and Management of supply chain.
3. **Sourcing:** sourcing of material, Global sourcing - issues, Problems. Group Purchasing, Inventory Management in Supply chain: Role and importance of inventory in SC, Inventory policies, JIT, VMI. Role of Stores management in SC, inventory as an element of customer service.
4. **Strategic Issues in Supply Chains:** lean Manufacturing, Strategic Partnerships, Alliances, and Collaborative advantage. Strategic relationships in logistics, Handling systems and equipment, Stores management. Best practice and Bench marking, Re-engineering of supply chain.
5. **Retailing and supply chain Interface:** retail supply chain management, Transportation and inventory in retail SC, Channel design and management, Role of Packaging and Repackaging in Retail business, Customer led business, Customer focus in Supply Chain, Complaint Handling, developing customer service strategy, RFID and Bar coding.

References

- Mohanty, R.P and Deshmukh, S.G, 2005,. Supply Chain Management Theory and practices, Biztantra.
- Sunil Chopra & Meindl Peter, 2003, Supply Chain Management strategy, planning and operation, 3rd Edition, Pearson Education / PHI.
- Altekar, V. Rahul, 2005, Supply Chain Management, PHI.

- Pierre David, 2003, International Logistics, Biztantra.
- Joel D. Wisner, G. Keong Leong and Keah-Choon Tan, 2005, Principles of Supply Chain Management A balanced Approach, Thomson.
- Ronald H. Ballou, 2004, Business Logistics/ Supply Chain Management, Pearson education, 5th Edition.
- Coyle, J.J., Bardi E.J. & John Langley.C, 2006, The Management of Business Logistics- A supply Chain Perspective Thomson, 7th Edition.
- B.S.Sahay, 2004, Supply Chain Management for Global Competitiveness, Macmillan India Ltd, 2nd Edition.
- Metzger, 2005, "Supply Chain Management", Response.

COURSES -IV: OPERATIONS STRATEGY

Course Outcome

- To acquaint the students with the building blocks of planning and control of operations.
- To provide the students with various types of productivity.
- To provide also with a framework for operations strategies.
- It also provides the students with learning and growth Strategies in operations.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

- 1. Introduction to Operations Management:** role of Operations Management in total management System- Interface between the operation systems and systems of other functional areas. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - characteristics of process technologies.
- 2. Control of production operations:** plant Capacity and Line Balancing. Plant layout - different types of layouts. Location and the factors influencing location. Maintenance Management: Objectives Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies.
- 3. Strategy & Operations:** a framework for operations strategy. Tradeoffs, productivity & competition. Processing Network Strategies-Capacity and real asset investment, Capacity Timing and Flexibility Risk Management and Operational Hedging.
- 4. Supplier & Customer Strategies:** outsourcing vs. Integration, Purchasing Supply Management, Designing contracts & pricing; Mass customized service, Timely service & incentive mgt, Revenue management.
- 5. Learning & Growth Strategies:** global standardization/ automation, Employee competencies & culture, Learning & process improvement, competing through learning and innovations

References

- Operations Management, Stevenson J. William, 2007, 9th Edition, TMH.
- Operations Management strategy and analysis, Lee J. Krajewski and Larry P. Ritzman, 2007, 9th Edition, Pearson
- Operations Strategy by Slack and Lewis. Prentice Hall, 2003.
- Manufacturing Strategy by Hill. Irwin McGraw-Hill, 2000.
- Manufacturing Strategy: How to formulate and implement a winning plan by Miltenburg. Productivity Press, 1995.
- Restoring our competitive edge: competing through manufacturing by Hayes and Wheelwright. John Wiley & Sons, 1984.

- Operations Strategy by David Garvin. Prentice Hall, 1992

COURSES -V: SERVICES & RETAIL MARKETING

Course Outcome

- To acquaint the students with the service design elements of variety of services.
- To provide the students with the strategies for marketing services.
- To introduce the students with various types of retailing in India.
- It also provides the students with merchandise management.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Service:** concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services Categorization. Industrial Services. Segmentation target Marketing and positioning, Customer expectations and perceptions of services.
2. **Service marketing Mix:** product, Pricing, Place, Promotion, People, Physical evidence and process. Dimensions of Service Quality, Measuring service Quality.
3. **Strategies for Marketing:** overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.
4. **Introduction to Retailing:** types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imperatives.
5. **Merchandise Management:** sources of merchandise, Logistic Management, Category Management, Store Layout, Design and Visual Merchandising, Retailing Strategy and Customer Service.

References

- Hoffman, 2007, "Services Marketing", Thomson.
- Lovelock, Chatterjee, 2006, Services Marketing People, Technology Strategy, 5th edition, Pearson Education.
- David Gilbert, 2003, Retail Marketing Management, 2nd edition, Pearson Education.
- ZeithamlValorie A. and BitnerMary , 2000, Services Marketing TMH.
- Rampal M.K. and Gupta S.L, 2000, Service Marketing, Concepts, application and cases, Galgotia Publishing Company, New Delhi.
- Levy & Weitz, 2005, Retailing, TMH
- A J Lamba, 2006, The Art of Retailing, TMH
- Patrick M. Dunne and Robert F. Lusch ,2005, Retailing, Thomson Learning
- Fernie& Sparks, 2005, Logistics & Retail Management, Viva Books
- Gilmore , 2005, Services marketing and Management, Response Books

FOURTH SEMESTER

CORE COURSE

COURSES -I: STRATEGIC MANAGEMENT

Course Outcome

- To devise strategies of the organization with clear vision and mission using the best available technology.
- To understand environmental considerations and also knowing socioeconomic and cultural background of both internal and external environments.
- To experience policy making process and making technological changes keeping in mind the change in needs of the customers to compete in local as well as global markets.
- To understand generic competitive strategies.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. Overview of strategic management: origin of strategy, strategy vs structure, elements of business strategies, Strategic Management process.
2. Environmental Analysis: Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques.
3. Establishing organizational direction developing strategic vision, mission and setting objectives. Strategic intent and the concept of strategic pyramid, corporate ethics and social responsibility.
4. Generic competitive strategies stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage, new business models for global and internet economy, Strategy clusters and models relating to portfolio analysis.
5. Strategy implementation building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.


References

- Strategy and Structure Alfred C. Chandler
- Strategic Management Alex Miller and Irwin
- Competitive Advantages: Creating and Sustaining, Superior Performance Michael E. Porter
- Competing for the future Prahalad and Hammel
- The Future of Competition Prahalad and Venkataraman
- Crafting and executing Strategy Aurthor A. Thompson and others
- The Art of Strategy Avinash K.Dixit and Barry J.Nalebuff

ELECTIVE PAPERS MARKETING

COURSES -II: PRODUCT AND BRAND MANAGEMENT

Course Outcome

- To increase understanding of the important issues in planning and evaluating product and brand strategies.
 - To provide "real world" experience and understanding of product and branding strategies.
 - To understand product and branding concepts from the consumer's point-of-view.
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- To explore contemporary issues in product and branding development and sustainability.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Introduction to Product Management:** basic concepts of product; classification of product; product mix and line decisions; growth strategies for FMCG; organizing for product management. Product market strategies for leaders, challengers and followers.
2. **New Product Planning and Development:** organizing for new product, new product development process, Launch strategy, Reasons for new product failures, consumer adoption process, product life cycle concepts.
3. **Marketing Planning:** planning process, components of marketing plan competition analysis, product category attractiveness analysis, customer analysis and competitor analysis. Segmenting Targeting Positioning (STP) basis for segmentation, differentiation and positioning, Techniques of good positioning, Pricing and channel management strategy.
4. **Brands and Brand Management:** customer based brand equity brand positioning and values choosing brand elements to build brand equity.
5. **Designing Marketing programs to build brand equity:** measuring sources of brand equity design and implementing branding strategies managing brand over time.

References

- Product Management Donald R. Lehman, Russel S. Winner and
- Strategic Brand Management - Kevin L.Keller
- The Brand Management Checklist BrabVanauken and Managing Indian Brands Ramesh Kumar
- Application Exercises in Marketing Ramesh Kumar
- Brands & Branding by The Economist
- Strategic Brand Management by Jean Noel Kapferer
- Building, Measuring, and Managing Brand Equity by Kevin L.Keller
- Handbook of new product management Christopher H.Luch


COURSES - III: BUSINESS MARKETING MANAGEMENT

Course Outcome

- To create an understanding, the nature of business marketing vis-a vis consumer marketing.
- To create an awareness about the business to business (B2B) model of marketing
- To understand the organization Buying Behaviour (OBB) with emphasis on the customer profile identification of need based requirements in terms of quantity, quality, cost & delivery of industrial buyers.
- To understand the various strategies involved in business marketing in terms of product, price, positioning, placement, promotion etc vis-a vis competitors.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.



COURSE CONTENT

1. **The Nature of Business Marketing:** business and consumer products, Basis for classification, Difference between business and consumer marketing, Business marketing in global context, Classification of business consumers, Classification of business products.
2. **Organizational Buying Behaviour (OBB):** key characteristics of organizational customer and buying process Purchasing organization and buying stages, Concept of buying center, Buying motivations, Purchasers evaluation of potential suppliers, Environmental influence on organizational buying process. Marketing information system for organizational market
3. **Business Marketing Planning:** planning process, Demand analysis, Segmenting, Targeting and Positioning, Industrial product strategy and Product policy, New product development, Managing business services, PLC of industrial products.
4. **Managing Business Marketing Channels:** direct and indirect distribution, E- channels, Distributors, Manufacturer representative, Channel design and administration. Concept of logistics and supply chain management in business marketing. Pricing strategy for business markets Competitive bidding and leasing, Advertising and sales promotion, Personal selling in business marketing
5. **Managing Business Markets:** managing personal selling function, Key account management, Sales administration, Selling through Internet. E-commerce, Prospecting on Internet, Accepting orders and payment on net

References

- Business Marketing Management Michael Hutt and Thomas Speh, 8th Edition, Thomson Learning
- Industrial Marketing Reeder and Reeder (PHI)
- Industrial Marketing Richard Hill (AITBS)
- Supply Chain Management Sunil Chopra and Peter Meindl (1st Indian reprint, Pearson Education)
- Business Marketing Haynes
- Business Marketing Rangan

COURSES -IV: SERVICES MARKETING

Course Outcome

- To Understand and explain the nature and scope of services marketing and present about this in a professional and engaging manner.
- To Use critical analysis to perceive service shortcomings with reference to ingredients to create service excellence.
- To Identify and discuss characteristics and challenges of managing service firms in the modern world including cultural implications
- To understand key linkages between marketing and other business function in the context of designing and operating an effective service system.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Introduction to Services Marketing:** definition of services, Reasons for emergence services marketing, Characteristic features of services marketing, Service marketing mix, Recent trends in services marketing. Sectoral view of service industry.
2. **Consumer Behaviour in Services:** gap analysis for understanding consumer behaviour.

Customer expectations Customer perception, Factors influencing customer expectations. Service development and design, Stages in new service development, Service blueprinting. Customer defined service standards. Physical evidence service scope.

3. **Delivering and Performing Services:** employees role in service delivery Boundary-spanning roles, Strategies for closing gaps. Customer roles in service delivery, Delivering services through intermediaries and electronic channels.
4. **Managing Demand and Capacity:** managing service promises, Integrated service marketing communications, Pricing of services, The integrated gap models for service quality.
5. **Marketing of Services:** health care, Hospitality services, Transport services, Telecommunication services, Consultation services, Financial services.

References

- Services Marketing Integrated Customer Focus Across The Firm Valarie A. Zeithaml and M. J. Bitner
- Services Marketing People, Technology and Strategy Lovelock
- Services Marketing Ravishankar
- Marketing of Services Jha
- Marketing of Services G.S. Bhatia
- Marketing of Services Sahu and Sinha

COURSES -V: INTERNATIONAL MARKETING

Course Outcome

- To give an in depth analysis of international marketing and its opportunities for the marketer.
- It also helps them to understand promotional policies of the governments to augment trade.
- It provides the procedures to export and import from various countries.
- It also provides insights into the International Economic Institutions and its relationships with India.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations

COURSE CONTENT

1. **International Marketing:** introduction and Importance Basis of international trade, Theories of international trade, Trade barriers, India's foreign trade since independence.
2. **International Marketing Environment:** economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies MNC's, Global marketers etc.
3. **Organization for International Marketing:** objectives of international marketing, Factors affecting international marketing, International marketing mix strategy. Distribution strategies and Types of intermediaries in international marketing.
4. **Export Planning:** export finance, Letter of credit, Export licensing, Export houses, Export risk and insurance, Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India. Import-Export policies of the Government of India Export documentation procedures and formalities.
5. **International Economic Institutions and Forums:** GATT, WTO, EFTA, LAFTA, EU, SAARC, World Bank, IMF and other trading blocks and common marketing for international business

References

- International Marketing SakOnkvisit and John J. Shaw
- International Marketing Philip Cateora and John Graham
- International Marketing C.A. Francis

FINANCE

COURSES -II: ELECTIVE FM 4: STRATEGIC FINANCIAL MANAGEMENT

Course Outcome

- To understand the students with the various financial strategies of business.
- To help the students to understand financial distress and restructuring.
- To provide the students to understand dividend policy of a firm.
- It is also to provide students with credit rating and merchant banking.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Mergers and Acquisitions(M&A):**Market for corporate control, basic forms of M&A as per Indian company law-acquisition, takeovers, amalgamations, leveraged and management buyouts tax forms of acquisition, Accounting methods pooling vs purchase, strategies financial acquisition. Synergy from an acquisitions, and sources of synergy, valuation for acquisition-8 metrics to be used, hostile bids and defensive tactics. Empirical evidence from M&A in India.
2. **Leverage Decision:** Optimal Capital Structure under Revised MM Hypothesis. Traditional Trade off theory of Capital Structure -Pecking Order Theory of Capital Structure. An Overview of important empirical studies on Capital Structure.
3. **Financial Distress and Restructuring :**Introduction, indicators, causes and effects of financial distress, coping strategies, operational cutbacks, divestiture vs. asset sales. Corporate Debt Restructuring (CDR), Reforming governance (or) Management structures (or) Replacing management , Bankruptcy, liquidation & reorganization. Laws pertaining to Industrial Sickness-Provisions of Indian Companies Act, 2013 and new Insolvency and Bankruptcy Code .
4. **Dividend policy and Stock Repurchases:** the Irrelevance of Dividends, Stock Repurchases in Ideal Capital Market. Types of Dividends and Dividend Payment Process. Dividends and Principle Agent Conflicts. Dividends, Taxes and Transaction Costs. Corporate Liabilities-Alternate Debt Financing Sources, Debt Maturity Decision, Corporate use of Trade Credit, Bank Loans and Relationship Lending. Information in Debt related Events.
5. **Managing Internal Equity and Seasoned Equity Offerings:**
The equity management perspective, Internal capital market theory, process of issuing seasoned equity, determinants of underwriter spreads in SEO's, Issues related to SEO, staying private V/s going public.IPO process, characteristics of IPO firms and their offerings, post-IPO performance of stock only IPO's, unit IPO. Under pricing phenomenon.

References

COURSES -III: DERIVATIVES

Course Outcome

- To demonstrate an understanding of the uses of risk management approaches and techniques used by modern organizations.
- To apply their knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk, credit risk and portfolio risks.
- To make informed judgments on the use of derivative instruments.
- To evaluate, synthesize and communicate strategies to manage risk

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Introduction to Derivatives:** forwards, Futures, options, swaps, trading mechanisms, Exchanges, Clearing house (structure and operations, regulatory framework), Floor brokers, Initiating trade, Liquidating or Future position, Initial margins, Variation margins, Types and orders. future commission merchant.
2. **Forward and Future Contracts:** Forward contracts, futures contracts, Financial futures, Valuation of forward and future prices, Stock index futures, Valuation of stock index futures, Hedging using futures contracts, Hedging using stock index future contracts, Index futures, Adjusting BETA of a portfolio using stock. Interest rate futures and currency futures.
3. **Options Contracts and Trading Strategies:** Characteristics of Options
4. contracts, trading strategies.
5. **Valuation of options** Graphic analysis of call and put values, characteristics of option values, Models of valuation; Binomial and Black and Scholes model .Option Greeks.
6. **Commodity derivatives:** Commodity futures and options, outlines of SEBI guidelines, working of NCDX, MCX.

References

COURSES - IV: INTERNATIONAL FINANCIAL MANAGEMENT

Course Outcome

- To give a specialized knowledge of significance of Foreign exchange and its relevance to survival of Companies in international markets.
- To study the foreign exchange markets.
- It also provides insights about hedging and swaps.
- It also helps in international investment decisions.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations

COURSE CONTENT

1. Role of International Financial Management in Corporate Financial Management. Dynamics of Global Capital Flows, India's Balance of Payment, trends , direction and composition. CAD(current account deficit) problems .Economic and Monetary Union.
2. **Foreign Exchange Market**- Introduction- Structure and Functions- Types of transaction- spot and forward quotations- Arbitrage Exchange rate equations
3. **Nature and Measurement of Exposure and risk classification of exposure and risk**- transaction, translation and economic exposure- Factors influencing exchange rate- Theories of Exchange rate behavior Fisher's effect.
4. **Management of Foreign Exchange exposure**- Need for Hedging of Hedging of transaction, translation and Economic exposure- Management of interest rate Exposure- FRA- Interest rate caps and floors- Swaps
5. **International Investment Decision** Risk Factors, country Risk, cost and Benefits,. International Capital Budgeting- Evaluation Criteria.

References

COURSES - V: CORPORATE TAXATION

Course Outcome

- To understand the basic concepts related to Income Tax act.
- To help the students to understand the computation of business income.
- To provide the student to compute Capital gains
- To help the students to understand the assessment and advance payment of Tax in business.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork / Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Outlines of Income Tax Act, 1961:** basic Concepts and definitions, Incidence of Tax, Heads of Income, Exemptions and deductions.
2. **Computation of Business Income:** definitions, Scope, Computation of Profits and Gains from Business or Profession, Deductions, Minimum Alternate Tax, Tax on Distributed Profits.
3. **Computation of Capital Gains:** capital Asset, Transfer, Short Term and Long Term Capital Gain, Cost Inflation Index, Exemptions.
4. **Set off and Carry Forward:** business Loss and Unabsorbed Depreciation, Return of Income, Assessment, Advance Payment of Tax, Tax Deduction or Collection at Source.
5. Tax Implications in Business amalgamation and Restructuring

References

- Financial Management and Policy Van Horne
- Corporate Finance Brealy Myers: Ross, westfield, jaffe .
- Investments William Sharpe and others; Bowdie and others
- Investment Management Prasanna Chandra
- Investments Schaum Series: Francis and Taylor
- Financial Management Brigham and Erhardt
- Corporate Finance Brigham and Erhardt
- Managerial Finance Weston and Copeland
- Advanced Corporate Finance Ogden, Jen and O'Connor
- Income Tax Act of 1961
- Income Tax Act Malhotra; Taxman Publication; Ravikishore
- Portfolio Construction ,Management and Protection by Robert A Strong
- Derivatives by Dubofsky
- Futures ,Optionsand other Derivatives by John C Hull
- Futures and Options by Vohra and Bagri
- Financial Derivatives by N.R.Parasuraman.
- The Revolution in Corporate Finance by edt by Stern
- Modern Investment Theory by Robert A Haugen
- The handbook of commodity investment - Fabozzi& others
- Modern Portfolio Management - Leibowitz & Others

HUMAN RESOURCE MANAGEMENT

COURSES - II: STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Outcome

- To explain the purpose of strategic planning in an organization
- To demonstrate the ability to explain the importance of people in the achievement of strategic change.
- To analyze the strategic issues and strategies required to select, develop, appraise & compensate human resource.
- To integrate the knowledge of HR concepts to take correct business decisions.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Context of Strategic HRM:** investment perspective of HRM, factors influencing investment oriented organizations, Impact of changes in technology, Workforce demographics & diversity on HRM.
2. **Strategic Role & Planning:** strategic HR Vs Traditional HR, Barriers to strategic HR, Strategic HR planning; aggregate & succession planning.
3. **Strategic Perspectives on Recruitment, Training & Development:** Temporary Vs Permanent employees, Internal Vs External recruiting; Interviewing, testing, references; International Assignment, Diversity, strategizing training & development, need assessment, design & delivery.
4. **Strategic Perspectives on Performance Management, Feedback & Compensation:** use of System, who, what & hoe to evaluate, measures of evaluation, Internal equity, external equity,

and Individual equity.

5. **Employee Separation:** reduction in force, turnover, retirement, International Vs Domestic HRM, Strategic HR Issues in International Assignment.

References

- Strategic HRM Jeffery Mello, Thompson Publication, New Delhi
- Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001. (Unit 1)
- S.K. Bhatia Strategic Human Resources Management, Deep & Deep Publication Pvt. Ltd., 2007.
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Kandula S.R. (2001). Strategic Human Resource Development. Eastern Economy Edition, Prentice Hall India.
- Boxell & Purcell, J. (2003). Strategy And Human Resource Management. Palgrave Mcmillan.
- Strategic HRM Michael Armstrong, Kogan page, London
- Strategic HRM Agarwal, Oxford University Press, New Delhi.
- Strategic Management Gregory Dess and Alex Miller.
- Strategy Driven Talent Management Edtd. Silzer Dovell

COURSES - III: LABOUR LEGISLATIONS

Course Outcome

- The course provides basic conceptual basis of industrial relations.
- It is aimed at developing and understanding interaction pattern among labour, management and the state.
- It imparts basic knowledge of the labour laws and its features with various enactments with focus on practice.
- To understand major statutes and regulations pertaining to employment practices with respect to state.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork / Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Industrial Disputes Act 1947:** emphasis on Sec 2 (all definitions), 9A, 10, 12, 17, 18, 22, 23, 24, 25, Chapter V B, Up to Sec 25 (S) and Sec 33. Karnataka ID Rules, Industrial Employment (Standing Orders) Act, Karnataka Standing Orders Rules.
2. **Indian Factories Act 1948:** Karnataka Factory Rules, Contract Labour (Regulation and Abolition) Act 1971, Karnataka Contract Labour Rules.
3. **Payment of Gratuity Act 1982:** payment of bonus act 1965, Karnataka Industrial Establishments (National Festival Holidays) Act.
4. **ESI Act 1948:** employees provident fund and miscellaneous provisions act 1952, workmen's compensation act 1932. payment wages act 1936.
5. **Code of Discipline in Industries:** report of the second national labour commission 2002. Latest ILO deliberation on labour legislation in developing countries.



References

- Industrial Laws P.L. Malik
- Industrial Laws Sanjeev Kumar
- Labour Law Journals Monthly
- Current Labour Reporter Monthly

COURSES - IV: INDUSTRIAL RELATIONS & COLLECTIVE

BARGAINING Course Outcome

- To help students acquire solid theoretical, practical and ethical perspective on various aspects of IR.
- To make the student aware of the present state of IR in India.
- Understand the various processes and procedures of handling Employee Relations.
- To be acquainted with the concepts, principles and issues connected with Trade Unions, Collective Bargaining and Grievance redressal.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Industrial Relations:** Historical background, concept and approaches in IR stake holders of IR, various factors influencing IR, HR approach to IR, essentials of sound IR policy, IR strategies, legal frame work of IR, community of IR. Proactive IR, industrial conflicts, disputes, Conflict resolution.
2. **Trade Unions:** trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade union act 1926, registration of trade union, employers association objectives, origin and growth, legal status, problems of trade unions.
3. **Grievances and Disciplines:** grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion suspension, Termination, Removal and dismissals, Conflicts Industrial disputes Lay off, Termination simplicitor, Retrenchment, closures, VRS.
4. **Collective Bargaining:** concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining.
5. **Settlements:** types of settlements, wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, transfer, Layoff, retrenchment and closure settlements.

References

- Industrial Relation Ramaswamy
- Industrial Relation Sarma
- Industrial Relation Venkatarathnam
- Industrial Relation ArunMonnappa
- Industrial Relation T V Rao

COURSES - V: KNOWLEDGE MANAGEMENT

Course Outcome

- It introduces to concepts and ideas on knowledge acquisition, creation and externalization in modern organization.
- To understand the organizational strategy and knowledge management initiatives.
- To address different aspect of knowledge management: knowledge culture, teams and leadership.
- To develop analytical skills of organizational intellectual ability as well as managerial skills for knowledge based strategy implementation.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Knowledge Management:** concept, leadership and knowledge management, knowledge culture, learning & developmental organization, Applying knowledge to work practices, Knowledge Systems, Knowledge Service, Strategic Knowledge Leadership.
2. **Strategic Knowledge Management:** models, knowledge workers, phases of knowledge development, knowledge management infrastructure, harnessing organizational knowledge, building knowledge management into the Strategic Framework.
3. **Knowledge Leader:** contributory Disciplines to Knowledge Leadership, Attributes Roles, Leading Knowledge Teams, Knowledge network, Recruiting and Selecting Knowledge Leaders.
4. **Knowledge Culture:** Knowledge Culture Enablers, Maintaining the Knowledge Culture during Change, Reviewing, Implementing & Maintaining the Knowledge Culture.
5. **Knowledge Management & HRM Practices:** structural Support, Impact of Organizational Structure on Knowledge Management, Staffing, Performance Management, Rewarding, Knowledge Workers, Learning & Development, Organizational Evaluation and Review.


References

- Knowledge Management SheldaDebowski John Wiley India edition
- Knowledge Management Elias M.Awad& Hassan M.Ghaziri Pearson Education.
- Knowledge Management Carl Davidson & Philip Voss Vision Books

INTERNATIONAL BUSINESS

COURSES -II: INDIA'S FOREIGN TRADE

Course Outcome

- To Understand India's position in the globalized world market in terms of quantum of world trade and its contribution to the GDP, economic growth & development as a performance parameter.
 - To understand the balance of payments (BoP) in term of foreign trade & to identify and address any imbalances in trade which India needs to work on or working on.
 - To take note of the various bi-lateral & multilateral trade agreements which India has entered into and also the nature & scope of various areas of economic cooperation which India seems
- 

- to be pursuing.
- To understand the foreign Trade Policy of India in both letter & spirit and its thrust in export promotion.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Foreign trade and BOP of India:** foreign trade under plan, major exports and imports impact on Indian economy and BOP, trade directions, major hindrances in Indian exports sector, structural treatment in promoting international trade by India.
2. Recent trends in India's foreign trade, directional pattern, major export commodities thrust area commodities, trends, problem and prospects, major competitors, major import commodity groups, trade control in India (foreign trade development and regulation act), import and export control orders, export import licensing system, exchange control in India.
3. Export Promotion incentives, duty drawbacks, packing credits, export promotion councils, advisory bodies CAPAXIL, FICCI, CII, PHD chamber of Commerce, DGFT and functional facilitators, evaluation of India's policy on exim plan, control of foreign trade.
4. Contemporary Export Import trend analysis: Invisible exports Banking, Insurance, shipping, tourism, manpower, consultancy, software etc need to promote trade, control objectives and machinery for export control, maintenance and development of imports. Import substitution, need to control import trade, objectives and machinery for import control, maintenance and development of imports
5. Role of Government in India's Foreign Trade: State trading corporation, mineral and metal trading corporation, role of commodity boards, commercial treaties, trade agreements, counter trade

References

- Bhashyam.S Export Promotion in India: The Institutional Infrastructure, Commonwealth Pub., Delhi, 1988
- Khanna, Sri Ram Export Marketing in India's New Manufacturers, University of Delhi, Delhi, 1986
- Jain.S.K export Performance and Export Marketing Strategies, Common wealth Pub., Delhi, 1988
- Nayyar, Deepak India's Export and Export policies in the 1960s, Cambridge University press, 1976.

COURSES -III: INTERNATIONAL TRADE POLICY

Course Outcome

- To understand the various International trade policy and factors leading to International trade and evaluations.
- To help the students to understand tariffs and taxes imposed by the government on imported goods.
- To provide the students to know the barriers to trade in Indian economy.
- To also understand the economic ideas and theories of regional economic integrations.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Overview of International Trade Policy:** introduction, basic tariff analysis, cost and benefits of a tariff, other instruments of Trade policy.
2. **Political Economy of trade policy:** free trade and efficiency, rent seeking, political gains from free trade, national welfare arguments against free trade, income distribution and trade policy, international negotiations and trade policy.
3. **Trade Policy in Developing countries:** import-substitution industrialization, infant industry argument, promoting manufacturing through protection, trade policy since 1985: trade and growth takeoff in Asia and India's growth story.
4. **Trade Policy Controversies:** technology and externalities, imperfect competition and strategic trade policy, globalization and low-wage labor, labor standards and trade negotiations, environmental and cultural issues, WTO and national independence, Globalization and the environment.
5. **International Trade Policy & Economic Development:** regulations, FDI regulations, currency convertibility regulations, regulations of foreign trade and implementation in India, export instability, import substitution/export orientation, current problems facing developing countries in framing international trade policy.

References

- International Trade Theory and Policy- Paul Krugman, Obstfeld and Marc Melitz
- International Trade Policy A contemporary analysis Nigel Golmware
- International Trade and Trade Policy Ethan Helpman
- International Trade Policy A developing country perspective: Dilip K. Das
- International Trade Policy for Technology Transfer Yi Shin Tang, 2009

COURSES -IV: INTERNATIONAL FINANCIAL MANAGEMENT

Course Outcome

- To give a specialized knowledge of significance of Foreign exchange and its relevance to survival of Companies in international markets.
- To study the foreign exchange markets.
- It also provides insights about hedging and swaps.
- It also helps in international investment decisions.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. Role of International Financial Management in Corporate Financial Management. Dynamics of Global Capital Flows, India's Balance of Payment, trends, direction and **composition**. CAD (current account deficit) problems. Economic and Monetary Union.
2. **Foreign Exchange Market-** Introduction- Structure and Functions- Types of transaction- spot and forward quotations- Arbitrage Exchange rate equations

3. **Nature and Measurement of Exposure and risk classification of exposure and risk-** transaction, translation and economic exposure- Factors influencing exchange rate- Theories of Exchange rate behavior Fisher's effect.
4. **Management of Foreign Exchange exposure-** Need for Hedging of Hedging of transaction, translation and Economic exposure- Management of interest rate Exposure- FRA- Interest rate caps and floors- Swaps
5. **International Investment Decision** Risk Factors, country Risk, cost and Benefits, International Capital Budgeting- Evaluation Criteria.

References

- Buckley, Adrian Multinational Finance, New York, Prentice Hall Inc.m 1996
- Kim, Suk and Kim, Seung Global Corporate Finance: Text and Cases, 2nd ed. Miami Florida, Kolb, 1993
- Shapiro, Alan.C Multinational Financial Management, New Delhi, Prentice Hall of India, 1995
- International Financial Management by P.G.Apte, McGraw Hill.
- International Financial Management by Jeff Madura

COURSES -V: INTERNATIONAL MARKETING

Course Outcome

- To give an in depth analysis of international marketing and its opportunities for the marketer.
- It also helps them to understand promotional policies of the governments to augment trade.
- It provides the procedures to export and import from various countries.
- It also provides insights into the International Economic Institutions and its relationships with India.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **International Marketing:** introduction and Importance Basis of international trade, Theories of international trade, Trade barriers, India's foreign trade since independence.
2. **International Marketing Environment:** economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies MNC's, Global marketers etc.
3. **Organization for International Marketing:** objectives of international marketing, Factors affecting international marketing, International marketing mix strategy. Distribution strategies and Types of intermediaries in international marketing.
4. **Export Planning:** export finance, Letter of credit, export licensing, Export houses, export risk and insurance, Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India. Import-Export policies of the Government of India Export documentation procedures and formalities.
5. **International Economic Institutions and Forums:** EFTA, LAFTA, EU, SAARC, APEC World Bank, IMF and other trading blocks and common marketing for international business.

References

- International Marketing SakOnkvisit and John J. Shaw
- International Marketing Philip Cateora and John Graham
- International Marketing C.A. Francis
- International Business Daniel

INFORMATION SYSTEMS

COURSES-II: ENTERPRISE RESOURCE PLANNING AND BUSINESS PROCESS RE-ENGINEERING

Course Outcome

- To know and apply key technical terminology in enterprise information systems as they apply in different ERP products and development methods
- To understand key differences between the major ERP applications (such as SAP R/3, and Oracle/PeopleSoft/Siebel) and issues specific to these applications their configuration and management.
- To evaluate the progress of an ongoing ERP implementation project.
- To understand various BPR methodologies and their applications.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Introduction:** fundamentals of supply chain management, applications systems in the individual business functions.
2. **Introduction to ERP:** an overview of the enterprise, ERP and related technologies, ERP a manufacturing perspective, Vendors, consultants and users, introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP.
3. **SAP's SCM system:** recent developments in order and SCM based on SAP systems, case studies on SCM, Internet resources for SCM.
4. **Re-engineering:** an imperative for survival, implementing BPR methodology and steps, Is re-engineering necessary?
5. **Trends in Information technology:** people view, empowering people through information, managing change the Indian paradigm

References

- ERP Alexis Leon, Leon Publishers
- Supply Chain Management based on SAP systems, G.Knolmayer, P.Mertens and A.Zeir, Springer International Edition
- The one Source For Comprehensive Solutions Using Sap R/3 III Edition Authored by Asap World Consultancy-PHI.
- Introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP
- An Insider's Unblased Appraisal of SAP R/3 Management Wiley, Coriolis dream tech

- ERP, Vinod Kumar Garg and N.K.Venkitakrishnan, PHI
- Hammer, Michael and Champy, James: Reengineering the Corporation: A manifesto for business revolution: Harper Business

COURSES -III: ELECTRONIC COMMERCE

Course Outcome

- To understand the complexity of e-commerce and its many facets.
- To explore how e-business and e-commerce fit together.
- To identify the impact of e-commerce.
- To recognize the benefits and limitations of e-commerce.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Introduction to E-Commerce:** advantages and limitations to E-Commerce, Value chains and managerial implications of E-Commerce.
2. **Internet:** the internet and the worldwide web, the internet Protocol Suite, internet architecture, Internet service providers (enabling technologies of the worldwide web), Inter organizational Commerce and EDI, EDI implementation, mobile Commerce.
3. **Computer Networks & Security:** different types of networks, protocols and media.
4. **Security and challenges:** electronic payment systems and the issues involved, security issues and encryption, E-CRM, E-SCM. E-Strategy.
5. **Consumer oriented Electronic Commerce:** advertising and Marketing on the internet, Consumer Search and Resource Discovery, Web based b2b E-Commerce. Intranets and extranets. Legal and ethical issues, legal infrastructure for E- Commerce in India (The Information Technology Act, 2000), International cyber laws.

References

- Ravi B.Kalakota and Andrew B.Whinston“Frontiers of Electronic Commerce”. Addison Wesley, Pearson Education, Asia.
- “Practical Cryptography”, Bruce Schneir and Neils Ferguson, Wiley-dreamtech India Private Ltd.
- “E-Commerce-Amangarial perspective”, P.T.Joseph. Prentive Hall, India
- “Electronic Commerce”, Framework, Technologies and Applications, Tata McGraw Hill.
- “Electronic Commerce”, From vision to fulfillment, Elias M.Awad, PHI.
- Jeffrey F.Rayport and Bernard J.Jawoski-introduction to E-Commerce.

COURSES -IV: IPR AND CYBER LAWS

Course Outcome

- To introduce the cyber world and cyber law in general
- To explain about the various facets of cyber crimes
- To enhance the understanding of problems arising out of online transactions and provoke them to find solutions
- To clarify the Intellectual Property issues in the cyber space and the growth and development of the law in this regard

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

- 1 **IPR** introduction, Basics, Legal Concepts, International Architecture of Protection, Global Regulatory, DRIPs, TRIPs, D i p l o m a c y i n I P R protection, IPR in India, IPR vs Vertical Industries.
- 2 **Cyber Laws:** cyber alerts, internet frauds, thefts and crimes, cyber laws Vs vertical industries.
- 3 **Online Shopping Methods:** shopping carts, internet payment gateways, electronic data interfaces, payment methods and approval mechanisms, credit card merchants and payments
- 4 **Information Security:** concepts, methods, tools, standards, compliances.
- 5 **Information Security Control** and Disaster Management.

References

- Practical Approach To Intellectual Property Rights By Rachna Singh Puri, ArvindViswanathan
- Re-thinking intellectual property: the political economy of copyright ... By YiJunTian
- Intellectual property and information wealth: issues and practices in the ... By Peter K. Yu
- Cyber law simplified by VivekSood
- Cyberlaw for global E-business: finance, payment, and dispute s by Takashi Kubota
- Cyberlaw: the Indian perspective- by PavanDuggal
- Information Technology in Business Management by Dr. MukeshDhunna, J. B. Dixit
- Payment technologies for E-commerce by Weidong Kou
- New payment world: a manager's guide to creating an efficient Payment Process by Mary S. Schaeffer
- Managing information security risks: the OCTAVE approach by Christopher J. Alberts, Audrey J. Dorofee
- Information Security: design, implementation, measurement, and Compliances by Timothy P. Layton
- An information security handbook by John M. D. Hunter

COURSES -V: BUSINESS STRATEGIES

Course Outcome

- To disseminate knowledge regarding the concept and tools of Business Policy and strategy
- To understand various perspectives and concepts in the field of Business Strategic Management
- To understand the principles of strategy, formulation, implementation and control in organizations.
- To develop skills for applying these concepts to the solution of business problems and master the analytical tools of strategic management

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Introduction:** defining your business idea, creating an e-business plan, getting your business off the ground, Components, linkages, dynamics and evaluation of business models, dynamics and appraisals of business models.
2. **Internet:** Value configuration and the internet valuing and financing an internet start-up.
3. **e-business:** Building your e-business, designing an e-business web site, understanding back-end systems.
4. **Business Environment:** the role of competitive and macro environments, applying the concepts models and tools, sample analysis of an internet business model case.
5. **Launching your e-business:** Web Design with HTML/Flash/Javascript/Dream weaver/Front page and e-Commerce

References

- Creating a winning e-business, I Edition, Napier, Judd, Rivers and Wagner
- Internet business models and strategies, Edition 2001, Allan Afush, Christopher L.Tucci
- E-service, New Directions in Theory and Practice, Roland T.Trust and P.K.Kannan, Prentice Hall India.
- Steven Alter: Information Systems: Foundation of e-business, PHI
- Multimedia Systems Design, Prabhat K.Andleigh and Kiran Thakrar.

RETAIL & SUPPLY CHAIN MANAGEMENT

COURSES -II: SALES AND LOGISTICS MANAGEMENT


Course Outcome

- To understand sales force and marketing channels to gain competitive advantage.
- To familiarize with the concepts, techniques and the practical aspects of the key decision making variables in distribution channel management.
- To introduce course participants to national and international sales and distribution practices
- To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales & distribution management systems

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. Sales Management: Objectives of sales management, Personal selling process, Developing personal selling strategies. Organizing the sales force-Types of sales organizations-Determining the kind of sales force and Size of the sales force. Qualities of sales executives.
 2. Managing the Sales Force: recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales quotas-Compensating sales force, Motivating the sales force-Controlling the sales force-Evaluating the sales force.
 3. Retailing and Wholesaling: non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net-Future of sales management.
- 

4. Distribution and Logistics Management: Design of distribution channel, Structure and Channel management. Components of logistics-inbound and outbound logistics, key logistics activities viz., Customer services-Demand forecasting- Inventory management-Material handling-Communication-Order processing, Packaging-Traffic and transportation-Warehousing and storage.
5. Developing Logistics Strategy: logistics information system, Organizing for effective logistics, Implementing logistics strategy-Computer packages used in logistics.

References

- Sales Management Decisions, Strategies and Cases Richard R.Still, Edward W.Cundiff and NomanA.P.Govani
- Professional Sales Management R.E.Anderson, Joseph F.Har, AianJ.Bash
- Marketing Channels Louis W.Stern, Adel I.ER Ansary, T.Coughlan
- Fundamentals of Logistics Management M.Lambert, James R.Stock, M.Eliram
- Logistics Management Donald J.B. and D.J.Closs
- Logistics and Supply Chain Management Martin Christopher
- Sales Management Analysis and Decisions Making Thomas N.Ingram
- Managing Supply Chain J.L.Gattorn and D.W. Waldis

COURSES -III: RETAIL MANAGEMENT

Course Outcome

- To describe retailing, the entities involved, and the impact of decisions on a retail business
- To Identify the important aspects of merchandise planning and management
- To Identify good store design and Explain the value of a thoughtful store layout
- To Illustrate how the store environment can create a rewarding shopping experience

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Introduction to Retailing-** Size, economic importance and competitive structure; Common retail formats; The retail marketing mix; The role of the retail buyer and the work of the buying office / merchandise department; Organisational structures and the organisation of retail buying.
2. **Inventory Management-** Key performance ratios, - margin on returns, gross margin, stock turn, forward cover, mark down, gross margin return on inventory (GMROI); Stocktaking methods;; The causes of markdown, strategies to limit markdowns; The implications for effective management of GMROI on the financial health of the business; Merchandise management for maximum GMROI.
3. **Merchandising-** Product assortment strategies related to retail format; Branding and retailers' own brand development; Range assortment planning and budgeting, model stock, never-out lists, open-to-buy; Forecasting and modeling techniques.
4. **Visual Merchandising-** Space management, its importance financially and the different

techniques used to manage space; The customer decision making process and its affect on store layout and product; Generic store layouts and their advantages and disadvantages; Direct Product Profit (DPP), ABC analysis and implications for visual merchandising.

5. **Buying and Supplying-** Key operational objectives: speed, cost, quality, dependability, flexibility; Supplier selection and evaluation, order qualifiers and order winners, customer satisfaction indices and service level agreements as applied by retailers; Partnerships for competitive advantage, Quick Response (QR), Efficient Customer Response (ECR) and Vendor Managed Inventory (VMI).

References

- Retailing Management, 5th Ed. Michael Levi and
- Barton A. Weitz. Irwin McGraw-Hill, New York, NY. 2004.
- Berman and Evans, Retail Management, Prentice Hall 2004
- Levy and Weitz, Retailing Management, Irwin 2004
- Dunne, Lusch and Gable, Retailing, South-Western 2002
- Davis and Ward, Managing Retail Consumption, John Wiley & Sons 2002
- Robert Spector and Patrick D McCarthy, The Nordstrom Way: The Inside Story of America's, # 1, Customer Service Company, John Wiley & Sons, Inc. 1995

COURSES -IV: PROMOTION & RELATIONSHIP MANAGEMENT

Course Outcome

- To develop the skills to turn prospects into advocates
- To maintain large proportion of loyal advocates
- To enable profitable relationship of the type the customers would desire and with those who desire them.
- To enable Usage of cross selling opportunities without annoying customers.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

- **The Marketing Communication Process:** a Model of communication effects. Promotion Mix, Integrated Marketing Communication (IMC) Strategy. Promotion and IMC planning and Strategy. The International market environment for Promotion & IMC.
- **Advertising:** Message and Media Strategies: advertising objectives. Creative strategy: The creative idea, creative execution Tactics. Creative execution: Attention and structure of Advertisements. Media strategy and Implementation.
- **Personal Selling & Sales Management:** personnel Selling Process and approaches, Sales management- Objectives, Policies & Strategy, Sales Management process, Motivating, Compensating. Sales Budgets, Quotas and Sales Territories.
- **Customer Relations Management:** meaning, definition, Practice, Technology. Customer Life Cycle, CRM Process, Negotiating with Key Customers- Call Centres, Customer Interaction, Negotiation as a Process, Tools of Negotiation, Negotiation Audit, Application providers and CRM.

- **Foundations of Customer Centric Business:** internal process and Customers, External Process and Customers, Key Customers, prioritizing Key Customers, Customer Strategy grid. Partner Relationship Management (PRM), The Technology in PRM.

References

- Semenik, 2006, "Promotion and IMC", Thomson.
- Belch, 2005, Advertising and Promotion, TMH.
- Clow, 2007, "Integrated Advertising, Promotion and Marketing", 3rd Edition, Thomson.
- Still, Cundiff and Govni, Sales Management, PHI / Pearson.
- Batra, Myers and Aaker, 2005, Advertising Management, PHI / Pearson.
- Clow, 2007, Integrated Ad, Promotion and Marketing Communication, 3rd Edition.
- Ron Hasty and James Reardon, 1997 Retail Management, McGraw Hill International Edition.
- Paul Greenberg , 2005, CRM at the Speed of Light, TMH
- Ken Bernett, 2005, The Hand Book of Key Customer Relationship Management, Pearson education.
- Jagadish Seth, AtulParivartiyar&Shainesh, 2005, Customer Relationship Management, TMH.

COURSES -IV: OPERATIONS RESEARCH

Course Outcome

- The acquaint the students with the application of operations research to business and industry.
- It also helps them to grasp the significance of analytical techniques in decision making.
- It helps them to understand the project sequencing and optimize the project duration.
- It also provides to take decision under risk and uncertainty.

Pedagogy

The Pedagogy consists of Lectures, Shared Experience, Case Study, Role Play, Assignment, Fieldwork/ Practical's, Seminars and Presentations.

COURSE CONTENT

1. **Model Building in OR:** linear programming, Formulation, Graphical solutions Simplex method Big-M method, Duality and sensitivity analysis.
2. **Transportation and Assignment Problem:** traveling salesmen problems, Solving the sequencing problems, brand switching problems.
3. **Queuing Models:** deterministic and probabilistic models, Single server and multiple server model Infinite population.
4. **Network Analysis:** PERT & CPM, Determination of floats, Time-Cost-Trade-off and Crashing of networks. Theory of games Two Persons Zero-sum game.
5. **Decision Theory:** Decision making under risk and uncertainty, decision trees. Use MS Excel solver for the above models.

References

- Quantitative Techniques in Management N.D. Vohra
- Operations Research Wagner
- Operations Research Hamdy Taha
- Theory and Problems of Operations Research Richard Brouer
- Mathematical Methods in Business Barnett and Sieger
- Operations Research S.D. Sharma

Dear Sir,

I have the pleasure to inform you that your application for the position of [Job Title] has been received and is currently under consideration. We are impressed with your qualifications and would like to invite you for an interview.

The interview will be held on [Date] at [Time] in the [Location]. Please bring with you a copy of your CV and any relevant certificates or references. We look forward to meeting you.

Yours faithfully,

[Name of the Employer/Company]

[Address and Contact Information]



(Re-accredited by NAAC with 'A' Grade)
(NIRF-2022: Ranked 33rd in University Category and 54th in Overall Category)

B. N. BAHADUR INSTITUTE OF MANAGEMENT SCIENCES

MANASAGANGOTHRI
MYSORE -570 006

Proceedings of the meeting of Board of Studies (CB) in Business Administration held on 10.06.2024 at 11.00AM in the B.N.Bahadur Institute of Management Sciences.

- Members Present:**
1. Prof. R.Mahesh - Chairman, BOS
 2. Prof. Aisha M.Sheriff - Member
 3. Prof. D.Anand - Member
 4. Prof. S.J.Manjunath - Member
 5. Dr. M.Amulya - Member
 6. Prof. N.Ramanjaneyulu - Member
 7. Prof. Chandramouli.H.R - Member
 8. Prof. Biradar.B.S - Member
 9. Dr. Nalina.R - Member
 10. Capt. Dr. M.C.Shivakumar - Special Invitee
 11. Dr. Chethan.K.C - Member

- Members Absent:**
1. Dr. Umesh.D.P - Member
 2. Dr. Ravikanth - Member

The Chairman welcomed all the members. The agenda was presented before the board and the following resolutions are made after a detailed discussion.

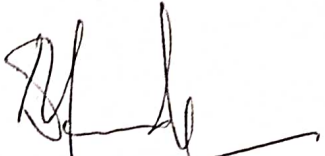
The Board has resolved to implement the curriculum structure proposed by State Education Commission, Govt. of Karnataka, and accordingly revised the syllabus of I and II semester BBA to be implemented from the academic year 2024-25.


The board also resolved to review the I & II semester MBA syllabus by holding a special BOS on 14th June, 2024.

The Board prepared and approved the panel of examiners for BBA & MBA examination for the academic year 2024-25.



(Prof. R. MAHESH)
Chairman, BOS


(Prof. AISHA M. SHERIFF)
Member


(Prof. D. ANAND)
Member


(Prof. S.J. MANJUNATH)
Member


(Dr. M. AMULYA)
Member



(Prof. N. RAMANJANEYULU)
Member


(Prof. CHANDRAMOULI)
Member


(Prof. BIRADAR. B.S.)
Member


(Capt. Dr. M.C. SHIVAKUMAR)
Special Invitee


(Dr. CHETHAN. K.C.)
Member


(Dr. NALINI. R.)
Member



UNIVERSITY OF MYSORE

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(Re-accredited by NAAC with 'A' Grade)
(NIRF-2022: Ranked 33rd in University Category and 54th in Overall Category)

B. N. BAHADUR INSTITUTE OF MANAGEMENT SCIENCES

MANASAGANGOTHRI
MYSORE -570 006

Proceedings of the Special meeting of Board of Studies (PG) in Business Administration
held on 14.06.2024 at 11.00AM in the B.N.Bahadur Institute of Management Sciences.

Members Present: 1. Prof. R.Mahesh - Chairman, BOS
2. Prof. D.Anand - Member
3. Prof. S.J.Manjunath - Member
4. Dr. M.Amulya - Member
5. Prof. Chandramouli.H.R - Member
6. Prof. Biradar.B.S - Member


Members Absent: 1. Prof. Aisha M.Sheriff - Member
2. Prof. N.Ramanjaneyulu - Member


The Chairman welcomed all the members. The agenda was presented before the board and the


following resolution is made after a detailed discussion

The Board has resolved to implement the new curriculum and syllabus for the I & II semester MBA from the academic year 2024-25.


(Prof. R.MAHESH)
Chairman, BOS


(Prof. D. ANAND)
Member


(Prof. S.J.MANJUNATH)
Member


(Dr. M.AMULYA)
Member


(Prof. CHANDRAMOULI.H.R)
Member


(Prof. BIRADAR.B.S)
Member

ACADEMIC REGULATIONS AND COURSE CONTENTS
GOVERNING MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE OF



UNIVERSITY OF MYSORE

(2024-25 ONWARDS)

Under Choice Based Credit System

Syllabus for I & II Semester MBA



**B.N. BAHADUR INSTITUTE OF
MANAGEMENT SCIENCES**



**COURSE CURRICULUM & REGULATIONS GOVERNING MASTER OF
BUSINESS ADMINISTRATION (MBA) DEGREE COURSE**

With Effect From 2024-25

**AS PER UGC GUIDELINES ON ADOPTION OF CHOICE BASED CREDIT
SYSTEM**

REGULATIONS

1. Course Title

The course shall be called ‘**Master of Business Administration**’ Post Graduate Course. The duration of the course shall be two years consisting of four semesters; two semesters in each year. A candidate joining the course shall pursue prescribed courses of studies.

2. Eligibility for Admission

Any Graduate or Post Graduate in Arts, Science, Commerce, Business Management, Allied Sciences, Engineering and Technology, Medical Sciences of this University or from any other recognized University considered equivalent thereto shall be eligible for admission to the course. Further the applicant shall have a minimum of 50% in the qualifying examination. A relaxation of 5% is available for SC/ST & Cat-I candidates. Selection of the candidates to the course shall be done as per rules of the University and Government of Karnataka.

3. Course Content and Instruction

Course content: The course comprises of Subjects of study, Internship, Project Work and Field Work as prescribed.

Pedagogy includes Class room Lectures, Tutorials, Case Studies, Group Discussions, Quizzes, Seminars, Computer Practical, Industrial Visits etc.

a) Courses in the programme are of three types: Core (C), Electives (E) and Project (P)

Core (C): Core Course is the course, which is to be compulsorily studied by a student as a core requirement to complete the programme. Business Familiarization Report (BFR) and Final Project Report are part of the core courses.

Foundation (F): Foundation (F) courses are the courses based upon the contents that lead to knowledge enhancement that are mandatory for all disciplines.

Elective (E): Elective Course is a course, which can be chosen from a group of specialization papers.

b) Internship and Business Familiarization Report (BFR): In the beginning of the third semester, the students shall undertake team based internship in a business firm and prepare a Business Familiarization Report under the guidance of a faculty member. The report shall be submitted before the commencement of the third semester examinations failing which the student shall not be permitted to appear for the third semester examination. **Business Familiarization guidance to ten students is considered equivalent to teaching of a course of one credit.**

c) Final Project: During the fourth semester, each student shall undertake an individual project work and prepare a project report strictly in accordance with the guidelines, in their elective area, under the supervision of a faculty. The final project report must be submitted before the commencement of the fourth semester examination, failing which the student shall not be permitted to appear for the examination. **Project work guidance to ten students is considered equivalent to teaching of a course of two credits.**

4. Attendance and Conduct:

The Course is a full time course and students **SHALL NOT** take up any employment/course, part time or full time during their study. Students found violating this rule shall be removed from the course. Minimum attendance of 75% of actual working hours is required in each paper. A student who does not satisfy the requirements of attendance and conduct shall not be permitted to appear for the examination in the concerned subject.

5. Evaluation:

Evaluation of each subject is divided into continuous assessment (CA) and end term examination with marks allocated as shown in the table. Continuous assessment will be carried out in two stages: One after the eight weeks of instructions designated as C1, the second, after sixteen weeks of instruction designated as C2. The end of term examination

designated as C3 will be held between eighteenth and twentieth week of the semester. Marks will be awarded on the basis of continuous assessment that include announced and surprise tests, term papers / seminars / quizzes / case discussions, viva and practical.

The breakup of marks will be as follows:

a. C1 (Covering the first two units)	– 15 Marks
b. C2 (Covering the remaining units)	– 15 Marks
c. C3 (Term End Examination covering all the units)	– 70 Marks
	<hr/>
	Total –100 Marks
	<hr/>

Term End Examination (C3) will be of 3 hours duration for each subject.

Setting questions papers and evaluation of answer scripts.

- I. Questions papers in three sets shall be set by the internal examiner for a course. Whenever there are no sufficient internal examiners, the Chairman of BoE shall get the questions papers set by external examiners.
- II. The Board of Examiners shall scrutinize and approve the question papers and scheme of valuation.

5.1 (i) There shall be double valuation for all theory papers by two examiners. In case a candidate secures less than 30% in C1 and C2 put together in a course, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course. In case a candidate's class attendance in a course is less than 75% or as stipulated by the University, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course.

Teachers offering the courses will place the above details in the Department Council meeting during the last week of the semester, before the commencement of C3, and subsequently a notification pertaining to the above will be brought out by the Chairman of the Department before the commencement of C3 examination. A copy of this notification shall also be sent to the office of the Registrar & Registrar (Evaluation).

5.2 In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKEUP option. In case a candidate secures more than or equal to 40% in C3, but his/her grade (G) = 4, as per section 6.9 below, then he/she may be declared to have been conditionally successful in this course, provided that such a benefit of conditional clearance based on G=4 shall not be availed for more than 8 credits for the entire programme of Master's Degree of two years. In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKE-UP option. The candidate has to exercise his/her option to DROP immediately within 10 days from the date of notification of results.

A MAKE UP examination for odd semester courses will be conducted along with next regular odd semester examinations and for even semester courses along with a next regular even semester examinations. If a candidate is still unsuccessful, he/she may opt for DROP or again take up MAKE UP examination; however, not exceeding double the duration norm in one stretch from the date of joining the course.

A candidate has to re-register for the DROPPED course when the course is offered again by the Department. A candidate who is said to have DROPPED project work has to re-register for the same subsequently within the stipulated period. The details of any dropped course will not appear in the grade card.

The tentative / provisional grade card will be issued by the Registrar (Evaluation) at the end of every semester indicating the courses completed successfully. This statement will not contain the list of DROPPED courses.

Upon successful completion of Master's degree, a Final Grade Card consisting of grades of all courses successfully completed by the candidate will be issued by the Registrar (Evaluation).

6. Evaluation of Business Familiarization Report (BFR) and Final Project Report

- 1) BFR will be evaluated by the concerned guide, for 50 marks through internal valuation.
- 2) Each Final project report will be evaluated for 70 marks by internal and external examiners. The guide ordinarily shall be the internal examiner. A viva-voce on the project report for 30 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

7. Calculation of Cumulative Grade point Average (CGPA)

The grade and the grade point earned by the candidate in the subject will be as given below

G	G	GP=VXG
30-39	4	V*4
40-49	5	V*5
50-59	6	V*6
60-64	6.5	V*6.5
65-69	7	V*7
70-74	7.5	V*7.5
75-79	8	V*8
80-84	8.5	V*8.5
85-89	9	V*9
90-94	9.5	V*9.5
95-100	10	V*10

Here, P is the percentage of marks ($P=[(C1+C2)+M]$) secured by a candidate in a course which is rounded to nearest integer. V is the credit value of course. G is the grade and GP is the grade point.

A candidate can withdraw any course within in ten days from the date of notification of final results. Whenever a candidate withdraws a paper, he/she has to register for the same course in case it is hard core course, the same course or an alternate course if it is soft core/open elective. A DROPPED course is automatically considered as a course withdrawn.

Overall cumulative grade point average (CGPA) of a candidate after successful completion the required number of credits (76) is given by

$$CGPA = \frac{\sum GP}{\text{Total Number of Credits}}$$

8. Declaration of results

The final grade point (FGP) to be awarded to the student is based on CGPA secured by the candidate and is given as follows.

CGPA				FGP
			Numerical Index	Qualitative Index
4	<= CGPA <	5	5	SECOND CLASS
5	<= CGPA <	6	6	
6	<= CGPA <	7	7	FIRST CLASS
7	<= CGPA <	8	8	
8	<= CGPA <	9	9	DISTINCTION
9	<= CGPA <=10		10	

Overall percentage= $10 \times \text{CGPA}$ or is said to be 50% in case $\text{CGPA} < 5$

9. Medium of Instruction

The medium of instruction shall be English.

10. In case of any discrepancy, the general provisions of CBCS and CAGP of the University of Mysore will be applicable.

UNIVERSITY OF MYSORE

DEPARTMENT OF STUDIES IN BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM- 2024

Minimum Credits required for MBA Degree

I to IV Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
	14	52	4	12	8	25	26	89

Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in four semesters

Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
I	5	19	2	6			7	25
II	5	19	2	6			7	25
III	3	10			3	9	6	19
IV	1	4			5	16	6	20
Total	14	52	4	12	8	25	26	89

Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in ODD and EVEN semesters

Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
ODD	8	29	2	6	3	9	13	44
EVEN	6	23	2	6	5	16	13	45
Total	14	52	4	12	8	25	26	89

Course Structure and Syllabi for I Semester and II Semester MBA to be implemented from 2024-25

I Semester MBA

COURSE CODE	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS
MBA 1.1	Management Concepts and Theories	C	2:1:0	3
MBA 1.2	Organizational Behavior	C	3:1:0	4
MBA 1.3	Managerial Accounting	C	3:1:0	4
MBA 1.4	Statistics for Management	C	3:1:0	4
MBA 1.5	Managerial Economics	C	3:1:0	4
MBA 1.6	Corporate Communication	F	1:2:0	3
MBA 1.7	Business Environment and Public Policy	F	3:0:0	3
MBA 1.8	Corporate Law	F	3:0:0	3
MBA 1.9	Computer Applications in Management	F	1:2:0	3
TOTAL				25 Credits

II Semester MBA

COURSE CODE	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS
MBA 2.1	Marketing Management	C	3:1:0	4
MBA 2.2	Human Resource Management	C	3:1:0	4
MBA 2.3	Corporate Finance	C	3:1:0	4
MBA 2.4	Business Research Methods	C	3:1:0	4
MBA 2.5	Production and Operations Management	C	2:1:0	3
MBA 2.6	Business Analytics	F	2:1:0	3
MBA 2.7	Management Information System	F	1:2:0	3
MBA 2.8	International Business	F	3:0:0	3
MBA 2.9	Business Ethics and Corporate Governance	F	3:0:0	3
TOTAL				25 Credits

*Any two Foundation Courses from the available Foundation Courses shall be selected by a student at the commencement of First and Second Semesters. The Department Council/ Affiliated Colleges will announce, at the beginning of the First and Second semesters, the Foundation Courses which will be offered during First and Second semesters depending upon the availability of faculty and the demand for Foundation Courses. The minimum number of students opting for a Foundation Course shall be twenty.

***L=Lecture – 1 hour of lecture per week in a Semester = 1 Credit**

S/T/FW = Seminars/Tutorials/Field Work – 1 hour of Seminars/Tutorial/ Field Work per week in a Semester = 1 Credit

P = Practical – 2 hours of practical per week in a Semester = 1 Credit

SYLLABUS

FIRST SEMESTER

1.1 Management Concepts & Theories

1. **Management:** Functions of management-Management Process-Management Hierarchy Skills. Changing Roles of Manager - The changing paradigm of management – driving forces. Managerial and Organizational performance. Productivity, Efficiency and Effectiveness. Professional code of conduct and Ethics in management, Growth of professional management in India, Recent trends in Management.
2. **Evolution of Management Theory and Practice:** Classical perspective-Scientific Management, Bureaucratic Organizations, Administrative principles. Humanistic Perspective-The Human Relations approach, the human resources perspective, the behavioral sciences approach ; management science perspectives. Recent historical trends- contingency approach, systems approach, TQM, Modern Management to the present day.
3. **Managerial Planning and Decision making:** Planning process, steps in planning, types of plans, hierarchy of plans, vision, mission and goals and objectives. Strategies, policies, procedures, rules and Planning premises. Management by Objectives. Decision making in certainty, risk and uncertainty, ambiguity, heuristics, bounded rationality in decision-making, steps in rational decision-making. Decision making models, Group decision making techniques, Creativity and innovation in decision making.
4. **Organizational Theories and Design:** Structure and Strategy- Chandler thesis, Bureaucracy in organizations. Bases of departmentalization- specialization, division of work, differentiation and integration; Various forms of Organization–Functional, Product/market, Matrix, Team structures, Virtual organizations. Span of Management Principles of coordination. Power, authority, delegation and decentralization. Informal organizations.
5. **Managerial Control:** Relationship between Planning and Control. Process of Control- Control Systems- Types and Techniques. Management by Exception, Budgetary Control, Functional and Dysfunctional aspects of Budgetary Control, Internal Control systems, Internal audit and Management Audit. IT enabled control techniques.

References:

- ✓ *Essentials of Management-Koontz and O'Donnell. E-McGraw Hill,*
- ✓ *Introduction to Management-Fred Luthans-McGraw*
- ✓ *The Practice of Management-Peter.F.Drucker*
- ✓ *Management- Stoner, Freeman and Gilbert*
- ✓ *Management- Griffin*
- ✓ *Management- Holt*
- ✓ *Management- Tasks and Responsibilities- Peter. F. Drucker*
- ✓ *Professional management- Theo Haimann*
- ✓ *Organization Theory and Design – Richard L. Draft*
- ✓ *Management - Richard L. Draft*
- ✓ *People and Performance by Peter F. Drucker*

1.2 Organizational Behavior

1. **Fundamentals of Organizational Behavior:** Evolution of Organizational Behavior, Forces affecting Organizational Behavior, Changing work force and Employment Relations, Impact of Globalization and Information Technology on Organizational Behavior,
2. **Individual Dimensions in Organizational Behavior:** Individual differences – Perception-Process, Determinants, Perceptual errors and Perceptual mapping. Attitude-Components, Determinants, and characteristics. Learning- Process and Theories, Personality- Determinants, Types and Theories. Interest, Aptitude and Creativity.
3. **Group Dynamics:** Group Behavior, Team Development, Group Cohesiveness – Group Decision Making Process, Effective teams, Organizational Conflicts and Conflict Resolution, Interpersonal Skills, Johari Window and Transactional Analysis.
4. **Motivation and Leadership:** Theories and Models of Motivation, Leadership-Theories of Leadership, Leadership Types and Styles.
5. **Organizational Culture, Climate and Change:** Organizational Climate and Culture. Change models, Learning Organizations, Resistance to Change, Stress and its management.

References:

- ✓ *Organizational Behavior – Robbins.*

- ✓ *Organizational Behavior- Fred Luthans*
- ✓ *Human Behavior at Work- Keith Davis*
- ✓ *Organizational Theory and Design – Daft*
- ✓ *The Fifth Discipline- Peter Senge*
- ✓ *The Seven Habits of highly Effective People- Stephen Covey*
- ✓ *Understanding Organizational Behaviour – Uday Parekh*
- ✓ *The Five Minds-Howard Gardner*
- ✓ *All the books by Edward De Bono*

- ✓ *Work in the 21st Century – Landy and Jeffrey*

1.3 Managerial Accounting

- 1. Introduction to Accounting:** Meaning, Accounting Information System-Accounting Concepts and Conventions –Financial Accounting and Management Accounting –Users of Accounting Information-The Accounting Environment: Ind-AS Vs IFRS-The Accounting Equation- Recording, Classifying and Summarizing business transactions leading to preparation of Final accounts of Sole Proprietary Merchandizing, Manufacturing and Service Businesses - Orientation to use of Excel in accounting.

- 2. Company Final Accounts in India:** Financial Statements of Companies-Requirements of Companies Act of 2013 with respect to preparation of Final Accounts of Companies-Preparation and Analysis of Income Statement and Balance Sheet using Excel. Annual Reports and its contents. Introduction to Accounting Standards.

- 3. Financial Statement Analysis:** Techniques of Financial Statement Analysis: Horizontal analysis, Vertical analysis, Trend Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital market ratios), Preparation of Fund Flow and Cash Flow Statement. Preparation and Analysis of Cash Flow Statement, Ratios and Projections using Excel.

- 4. Costing for Decision Making:** Meaning of Cost-Elements of Costs-Classification of costs-Preparation of Cost Sheet-Marginal costing and use of break-even analysis in decision-making – Relevant costs for marketing and production decisions- Cost Drivers and Activity Based Costing.

- 5. Recent Trends in Accounting:** Accounting Packages – Cloud Accounting, Responsibility Accounting, Human Resource Accounting, Environmental Accounting, Forensic Accounting.

References:

- ✓ *Financial Accounting: A Managerial perspective –R. Narayanswamy*
- ✓ *Introduction of Management Accounting- Horngren, Sundem, Stratton.*
- ✓ *Cost and Managerial Accounting - Duncan Williamson*
- ✓ *Cost accounting for Business Managers-Asish K Bhattacharayya.*
- ✓ *Management and Cost Accounting- Colin Drury*
- ✓ *Management Accounting –HensenMowen*
- ✓ *Financial Analysis and Modelling – Chandan Sen Gupta*
- ✓ *Finance Sense – Finance for Non – Finance Executive – Prasanna Chandra*
- ✓ *Accounting Principle – Anthony Robert and S Recce James*

1.4 Statistics for Management

1. **Introduction:** Definition of Statistics – Importance and Scope of Statistics – Functions of Statistics – Statistical Investigation – Limitations of Statistics. Tabular & Graphical presentation – Statistical Data: Primary and Secondary Data – Sources of Data – Types of Classification of data – Frequency Distribution – Diagrammatic and Graphic Representation –. Tabulation – Types of Tables - Construction of One-way and Two-way tables.
2. **Descriptive Statistics:** Measures of Central Tendency Mean, Median & Mode, Measures of Dispersion, Range, Quartile deviation, Percentile, Deciles, variance, standard deviation. Measures of Variability – Relative Location and detecting outliers – Exploratory Data Analysis.
3. **Correlation and Regression:** Correlation – Concept, Types, Measures of Correlations – Karl Pearson and Spearman’s Correlation Coefficient - Simple Linear Regression Model- Least Squares Method – Coefficient of Determination - Model Assumptions.
4. **Probability & Probability Distribution:** Basic Definitions Events, Sample Space, and Probabilities, Basic rules of Probability, Conditional probability, Independence of Events, Combinatorial concepts, Laws of total Probability - Bay’s theory, Joint Probability table. Expectancy theory and problems. Random Variable. - Discrete Probability Distributions - Expected Value and Variance – Binomial Probability Distribution – Poisson Probability Distribution – Continuous Probability Distribution – Uniform Probability Distribution – Normal Probability Distribution – Normal Approximation of Binomial Probabilities – Exponential Probability Distribution.
5. **Sampling & Statistical Decision Theory:** Sampling Techniques - Random Sampling, Hypothesis Testing for means and proportions and for difference of means and

proportions, Estimation point and interval, Chi-square tests, Analysis of Variance. Simulation and Random number table.

References:

- ✓ *Statistics for Managers – using Microsoft excel – Levine, Stephan & others*
- ✓ *Statistics for Management – Richard Levin and Rubin[excel version]*
- ✓ *Statistics – Murray Spiegel, Schaum Series*
- ✓ *Quantitative Business Analysis – Text & Cases – Samul Bodiley & others*
- ✓ *Basic Business Statistics – Bereuram and Levine*

- ✓ *Quantitative Methods – Anderson, Sweeny & William*

1.5 Managerial Economics

- 1. Introduction:** Fundamental Concepts of Managerial Economics, Distinction between Micro and Macroeconomics. Theory of Firm- Objectives of firm, principal – agent problems. Constrained optimization, indifference curve analysis and consumer equilibrium.
- 2. Demand Analysis:** Demand-Types and determinants, Law of Demand-Elasticity of demand and its implications. Demand Estimation and Forecasting – identification problem, regression analysis. Demand Forecasting Methods. Forecasting fluctuations in time series and regression analysis using Excel.
- 3. Production and Cost Analysis:** Production function in short and long run: Law of variable proportion, with one and two variable input, Isoquant, Isocost, returns to scale, least cost combination of inputs in short and long run. Nature of costs, short run and long run cost function and curves, finding minimum cost of production, Economies of scale.
- 4. Market Structures:** Market structure and degree of competition, Pure, Perfect, Monopoly, Monopolistic and Oligopoly Competition, Price and output determination in short and long run, Cartels and non price competition. Measures of Market Concentration. Game Theory and Strategic Behavior, Nash Equilibrium, Prisoner’s Dilemma. Pricing Decisions: Pricing process, methods and strategies, Price discriminations
- 5. National Income and Business Cycle:** Concepts and measurements of National Income, managerial implications. Business Cycle, causes and coping strategies of firms. Monetary and Fiscal policies.

References:

- ✓ *Managerial Economics- Dominick Salvatore.*

- ✓ *Managerial Economics- Gupta and Mote*
- ✓ *Economics- Samuelson & Nordhaus*
- ✓ *Managerial Economics by Peterson and Lewis*
- ✓ *Micro Economics – Dominick Salvatore*
- ✓ *Macro Economics – Palmer and others*

- ✓ *Macro Economics – Koutinyas*

1.6 Corporate Communication

- 1. Introduction:** Managerial Communication, Communication Process, Effective Communication and Barriers to communication, Communication Skills - Writing, Reading, Logic, Analysis and Listening. Implications of Formal and informal in business organizations.
- 2. Non-Verbal Communication:** Verbal vs Non-verbal communication-Forms-Kinesics, Oculistics, Artifacts, Chronemics and Proxemics, Corporate communication Etiquettes – Importance, types and benefits.
- 3. Oral Communication:** Principles of Speaking, Listening, Discussing, and Negotiating, Dyadic communication, Group Discussion and Problem-solving communication.
- 4. Writing Skills:** Drafting Letters, Memos, Notices, Circulars, Agenda, Minutes of Meetings E-mails, Proposals, press releases, Resume Writing, Reports and Executive Summaries- Content writing- Formal and Social Media-
- 5. Business Presentations:** Preparing Formal presentation, Developing and Using Graphic and Visual Aids for Business Presentations, Hands-on with MS Excel and Power Point and Power BI.

References:

- ✓ *Business Communications - Tom Means*
- ✓ *Effective Business Communications - Herta A. Murphy, Herbert W. and Jane P.*
- ✓ *Better Business Communication - Denish Murphy*
- ✓ *Written Executive Communication - Shurter*
- ✓ *Model Business Letters - Shirley Taylor, Gartside*
- ✓ *Business Communication - Lesikar, Pettit and Flatery*

- ✓ *MLA's Handbook*

1.7 Business Environment and Public Policy

1. **Business Environment in India:** Type of Environment - Internal, External, Micro and Macro Environment - Competitive Structure of Industries - Environmental Analysis and Strategic Management. Demographic characteristics - Determinants of Demography - Socio-cultural factors affecting Business. Technological, Political and Legal Environment: Technology and Development, Integrating Technology with Business, Technology in Developing Countries, Political factors affecting Business in India.
2. **Economic Structure of India:** Economic Planning in India, transition from Mixed Economy to a Market Economy, Outlines of Public and Private sectors. Characteristics of Industrial, Service and Agricultural Sectors. Regional and Sectoral imbalances, Dualism, Trends in GDP.
3. **Monetary and Fiscal System in India:** Overview of India's Monetary Policy, Fiscal Policy, Role of RBI in Banking Sector. Indian Financial System - Money Market and Capital Markets-Stock Exchanges and Stock Market reforms in India. Industrial Finance in India – Role of Financial Institutions and Commercial Banks, NBFC's. Financing of Exports and Imports, EXIM and ECGC. Issues in Taxation and Government expenditure – FRBM Act 2003, the problem of Fiscal Deficit.
4. **Global Business Environment:** Importance, Nature and Scope of Global Business Environment; Modes of Entry into Global Business, Internationalization process and Managerial implications. Approaches to Global Business. Global Trading Environment: World Trade in Goods and Services – Major trends and developments; World Trade and Protectionism – Tariff and Non-tariff barriers; Counter Trade.
5. **Contemporary Issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro Zone Crisis and its Impact on India, Issues in Brexit, World Recession, Inflationary Trends, Impact of fluctuating prices of crude oil, gold etc.

References:

- ✓ *Business Environment – C.A.Francis.*
- ✓ *Business, Government & Society – Arthur Gold Smith.*

- ✓ *India in Transition – Jagdish Bhagwathi.*
- ✓ *India's Economic policy – Bimal Jalan.*
- ✓ *International Business Environment - Daniels & Radbaugh.*
- ✓ *Essentials of Business Environment - Aswathappa K*
- ✓ *Global Economy and Business Environment - Francis Cherunilam*
- ✓ *International Business - Vishal Kumar*
- ✓ *Global Political Economy - Robert Gilpin*

- ✓ *International Economics - Paul Krugman, Maurice Obstfeld and Marc Melitz*

1.8 Corporate Law

- 1. Laws Governing Companies:** Provisions of Indian Companies Act - 2013 – Types of Companies, Incorporation, Name Approval, Memorandum of Association & Articles of Association - Director Identification Number (DIN) – Management and administration of Companies - Filing of Documents - Remedies against mismanagement and Oppression - Powers of investigation by the Government - Corporate Social Responsibility - Acceptance of Deposits - [Banning of Unregulated Deposit Schemes](#) (Ponzi Schemes), Restrictions on acceptance of deposits under Companies (Acceptance of Deposits) Rules - 2014.

- 2. Laws relating to Insolvency, Bankruptcy & Enforcement of Security Interest:** IBC law - Definitions - Corporate Insolvency Resolution Process - Provisions of Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act.

- 3. Laws related to Regulation of funds:** Provisions relating to dealing in Foreign Currency under FEMA – Important provisions under the Prevention of Money Laundering Act - 2002.

- 4. Laws Related to Security Markets:** Securities and Exchange Board of India Act - 1992 (SEBI), Contracts (Regulation) Act - 1956, Depositories Act - 1996, Depositories, Depository Participants, Stock Brokers, etc.,

- 5. Laws Related to Intellectual Property and Consumer Protection:** Meaning and importance of Intellectual property rights – Important provisions of The Patents Act - 1970, The Trademarks Act - 1999, The Copyright Act - 1957, Consumer Protection Act - 2019 and Information Technology Act – 2000, Competition Act – 2002.

References:

- ✓ *A Manual of Business Laws – S. N. Maheshwari and S.K. Maheshwari*
- ✓ *Business Law for Management – K. R. Bulchandani*
- ✓ *Business Environment: Texts and Cases – Francis Cherunilam*
- ✓ *Business and Corporate Laws – S. S. Gulshan and G. K. Kapoor*

- ✓ *Bare Acts of respective legislations.*

1.9 Computer Applications in Management

1. **Introduction to Computer System:** Computer Hardware and Software, Block diagram of Computer. Communication Networks, Evolution of computer networks, LAN, MAN, WAN. Classification and generation of computer, Configuration of PC, Study of various Input/Output Devices. Operating System – Basic Introduction to MS-DOS, Unix and Windows as Operating System. Concept of GUI.
2. **Office Automation & Management:** Word Processing – Creating, Opening, editing, formatting, composing, printing, saving etc. Preparing & merging documents. Excel -working with spreadsheets, presenting data using graph, tables, formulas and functions. Editing and formatting of charts. WHAT – IF Analysis. PowerPoint – creation of presentation, data representation through graphics, Animating your presentation. Outlook – E-mailing and getting connection to Internet, configuring of outlook express, using Outlook for your mail checking, sending and updating. Tally – Introduction to Computational Accounting.
3. **Internet:** Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search Engines, Web Browsing, searching, downloading & uploading from Internet. Intranet and Extranet. Applications of Information Technology and impact of information technology on business.
4. **Introduction to E-Commerce:** Meaning, nature, scope and channels, E-Market, Models of e-commerce, Global trading environment and adoption of e-commerce, application of ecommerce to Supply chain management. EDI and paperless trading, characteristic features of EDI service arrangement; Internet based EDI; EDI architecture and standards, E-Commerce in India.

5. **Electronic Transaction:** Concept of E-transaction, Purchase order processing and payments. Electronic Payment Systems, Types of Payment Systems - E-cash and currency servers, Smart Cards, Electronic Purses and E-Transaction. Mobile Commerce. Security Risks of E-commerce-Types and Sources of Threats. Cyber Crimes.

References:

- ✓ *Computer Fundamental - V Rajaraman*
- ✓ *Electronic Commerce: Framework Technologies and Applications - Bhasker*
- ✓ *E-Commerce - Daniel Minoli and Emma Minoli*
- ✓ *Management Information Systems - A Contemporary perspective - Laudon Kenneth and Laudon Jane*

- ✓ *Computer Applications in Management – Mohan. P*

SECOND SEMESTER

2.1 Marketing Management

- 1. Introduction to Marketing Management:** Functions of Marketing Management, Entities of Marketing, Marketing Philosophies and Concepts: Production, Product, Selling, Marketing, Societal and Holistic Concepts, Marketing Environment Dynamics, Marketing Planning and its Components, Elements of Marketing Mix.
- 2. Consumer Behavior and Market Segmentation:** Consumer – Generation Gap and Marketing, Buying Behavior and Buying Decision Process – From Awareness to Advocacy, Concept and Basis for Segmentation and Targeting, Segmentation for Consumer and Business markets, Product Positioning, Market Research and Marketing Information System.
- 3. Product and Price:** Classification of Goods and Services. Levels of Product, Product Mix and Product Line, New product development and Product Life Cycle Strategies, Branding - Types of Brands, Brand Building, Measuring Brand Equity, Packaging and Labeling, Pricing - General Pricing Approaches, New Product Pricing Strategies.
- 4. Place and Promotion:** Distribution Channels and Logistics Management, Channel Behavior and Organization, Channel Design and Management Decisions, Nature, Importance and Functions of Logistics, Elements of Promotion Mix: Advertising and Public Relations, Personal Selling and Sales Promotion, Direct and Online Marketing, Integrated Marketing Communication.
- 5. Aligning Marketing Strategies with Technological Advancements:** Digital Marketing, 7C's of Digital Marketing, Leveraging Marketing Tech, Generation Gap and Challenges of serving different Generations, Digital Marketing Channels, Technology Compass: Personal, Social and Experiential Marketing. Marketing transition from Industry 4.0 to 5.0.

References:

- ✓ *Marketing 5.0: Technology for Humanity - Philip Kotler, Hermawan Kartajaya, Iwan Satiawan*
- ✓ *Marketing 4.0: Moving from Traditional to Digital - Philip Kotler, Hermawan Kartajaya, Iwan Satiawan*

- ✓ *Digital Marketing: Strategy, Implementation and Practices - Dave Chaffey and F. Ellis-Chadwick (6e)*
- ✓ *Marketing Management - [Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth](#) (16e)*
- ✓ *Principles of Marketing - Philip Kotler, Gray Armstrong, Sridhar and Prafulla (19e)*
- ✓ *Fundamentals of Marketing - William Stanton*
- ✓ *Marketing Management - Zickmund*

2.2 Human Resource Management

- 1. Human Resource Management:** HR Functions and Policies, Role of HR Managers, sub-systems of HRM. Impact of Globalization and Digital Economy on HRM.
- 2. HR Planning, Recruitment and Selection:** Scope of HR Planning, Job Analysis, Job Description, Methods of Recruitment - Internal System and Outsourcing. Testing for Selection of Employees, use of Psychological Test, Selection Process, Interviews, and Errors in Selection.
- 3. Training and Development:** Induction and Orientation, Methods of Training, Training Manual, Training under ISO and QS Certification. Supervisory, Executive and Management Development programmes, Career Development.
- 4. Performance Management and Compensation Planning:** Key Result Areas and Key Performance Areas, Traditional v/s Modern Methods of Performance Management. Potential Appraisal, Feedback Systems. Job Evaluation. Wage and Salary Administration, Perks, Fringe benefits, Bonus, Incentives. Compensation Surveys. Productivity, Performance linked Pay Structure, Compensation Review and Structuring.
- 5. Recent Trends in HR Practices:** Managing Agile and Remote Workforce, Employee Wellbeing and Work Life Balance, Hybrid and Global Workforce, AI Integration for HR Practices, Work from Home (WFH), Flexible Work Culture.

References:

- ✓ *HR and Personnel Management – Keith Davis*
- ✓ *Personnel Management – Flippo*
- ✓ *Human Resource Management – T.V. Rao*
- ✓ *Human Resource Management – Pattanaik*
- ✓ *Human Resource Management – Micheal Armstrong*
- ✓ *Human Resource Management – Gary Dessler*

2.3 Corporate Finance

1. **Goals of the Firm:** Profit maximization vs. Wealth maximization, Nature of Basic Managerial Finance Functions, Financing and Dividend. Agency problems, Social responsibility. Time value of money, the concepts of compounding, discounting and present value, annuities, amortization of loans etc., Problem solving using Excel.
2. **Valuation of Long Term Securities; Risk and Return:** Bond Valuation, Common Stock Valuation using Dividend Discount Model - Calculation of Rates of Return (Yields) -Risk and Return of Equity Stock and Portfolio, CAPM Model.
3. **Working Capital Management:** Concepts - Gross, Net and Core Working Capital. Optimal Level of Working Capital, Financing Current Assets - Maturity matching approach. Inventory Management, JIT, Cash and Receivables Management - Credit Management, Financing of Current Assets.
4. **Capital Budgeting:** Estimating Cash Flows – Initial, Intermediate and Terminal Cash Flows on Standalone and Incremental basis - Principles underlying cash flow measurement - Capital budgeting decision rules, Payback, Accounting Rate of Return, Discounted Cash Flow Techniques – NPV, IRR, PI, Problem solving using Excel.
5. **Capital Structure and Dividend Decisions:** Concept of Optimal Capital Structure - Required Rates of Return and the Cost of Capital: Cost of Debt, Preferred Stock, Equity, Computing WACC, The CAPM approach. Determination of Optimal Capital Structure- EBIT - EPS Analysis, Operating and Financial Leverage. Capital Structure Policy and Trends of Indian Firms. Dividend Policy – Factors affecting the Dividend Policy - Dividend Policies – Stable Dividend Payout. Impact of Dividend Policy – Trends in Dividend Policy of Indian Firms.

References:

- ✓ *Fundamentals of Financial Management – Van Horne and Wachowitz*
- ✓ *Financial Policy and Management – Van Horne, 12th edition.*
- ✓ *Financial Management – Prasanna Chandra*
- ✓ *Corporate Finance – Brigham and Erhardt*
- ✓ *Corporate Finance – Ross, Wetfield & Jaffer*

2.4 Business Research Methods

1. **Research in Business:** Role of Business Research, Information Systems and Knowledge Management, Sources of Information, Types and Basic elements of Research. Theory Building, Overview of Research process, Ethical Issues in Business Research.
2. **Research Design:** Literature Review, Research Gap, Problem definition and Research Proposal, Basic Research Designs – Exploratory, Descriptive and Causal Designs. Secondary Research Designs. Qualitative Analysis, Secondary Data.
3. **Survey Research:** Primary Data Sources. Basic Concepts in Survey Research, Methods of Communication with Respondents, Questionnaire, Interview, etc., Observation Method, Experimental Research. Measurement and Scaling Concepts, Attitude Measurement, Principles of Questionnaire Design.
4. **Sampling:** Sample Design and Sample Procedures, Methods, Determination of Sample Size – Review of Statistical Theories.
5. **Data Analysis and Presentation:** Editing and Coding for Transformation of Raw Data into Information, Basic Data Analysis – Descriptive Statistics, Developing and Testing of Hypotheses, ANOVA, Univariate and Bivariate Analysis: Tests of Differences, Measures of Association. Multi-variate Analysis. Research Report Preparation: Parts of Report, Presentation of Research Findings.

References:

- ✓ *Business Research Methods – Zikmund*
- ✓ *Marketing Research – Malhotra N. K.*
- ✓ *Marketing Research – Parashuraman*
- ✓ *Business Research Methods – Donald R. Coopers and Schindler*
- ✓ *Foundations of Behavioural Research – F.N. Kerlinger*

- ✓ *MLA Handbook for Researchers – MLA Association*

2.5 Production and Operation Management

1. **Introduction:** Historical background of Modern Industry, Definition and Types of Production Systems. Organizational Structure and its Interaction with other functional Departments. The Role of Operations Manager. Production Planning and Control.

Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices.

2. **Operations Strategy:** Elements of Operations Strategy, Characteristics of Effective Operation Strategy, Operation Strategy as Competitive Capabilities, Core Competencies and Competitive Weapons.
3. **Production System:** Facilities Location Decisions, Factors affecting Facility Location Decisions, Facility Location Models. Facility Layout Planning. Layout and its Objectives for Manufacturing Operations, Warehouse Operations, Service Operations and Office Operations., Types of Plant Layouts – Product Layout, Process Layout, Fixed Position Layout, Cellular Manufacturing Layouts, Hybrid Layouts, Factors influencing Layout Changes. Types of Processes, Choosing the Service Processes, Capacity Planning, Use of Computers in Production Management.
4. **Material Requirement Planning and JIT:** Dependent Inventory Models, MRP Structure, Benefits of MRP. Maintenance Management: Maintenance Concept, Preventive Maintenance, Maintaining System Reliability. Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for Implementation, JIT Inventory and Supply Chains.
5. **Quality Management:** Quality Control Concept, Quality Circles & the Emerging Concepts of Total Quality control. Control Charts X and R Charts. P Control Charts, Control Charts. Total Quality Management: Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform, Total Productive Maintenance (TPM).

References:

- ✓ *Productions and Operations Management - Chase, Aquilano and Jacob*
- ✓ *Material Management - An Integrated Approach - Gopalakrishnan and Sundareshan*
- ✓ *Production and Operations Management - Adam and Erbert-*
- ✓ *Operations Management, Strategy and Analysis – Addison Wesley, Krajewski and Ritzman-*
- ✓ *Theory and Problems in POM - Chary*
- ✓ *Computer aided production Management - P.B. Mahapatra*
- ✓ *Production and Operations Management - Render and Heizer-*

- ✓ *Modern Production Management – Buffa*

2.6 Business Analytics

- 1. Introduction to Business Analytics:** Introduction to Business Analytics: Challenges; Business Analytics Optimization (BAO); Data warehousing; Online Analytical Processing (OLAP); Online Transaction Processing (OLTP); Introduction to Predictive Analytics and Prescriptive Analytics; Role of Business Analyst and Data.
- 2. Data Mining:** Meaning of Data Mining; Evolution of Data Mining; Data Mining Process; Knowledge Discovery from Data (KDD); Cross Industry Standard Process for Data Mining (CRISP-DM), Data Mining Techniques; Challenges of Data Mining.
- 3. Predictive Analytics:** Introduction to Simple Linear Regression, Multiple linear Regression, Logistic Regression, Time Series, Decision Trees and Neural Networks.
- 4. Big Data Analytics:** Introduction to Big Data; Need for Big data; Characteristics of Big Data; structure of Big Data (Structured, Semi-structured, Unstructured and Real Time Data); Benefits and Barriers of Big Data Analytics; Mobile Data Analytics; Social Media Analytics dories.
- 5. Applications of Analytics and Contemporary Developments:** Financial Analytics; HR Analytics; Marketing Analytics; Supply Chain Analytics; Production and Operations analytics. Machine Learning; Artificial Intelligence; Deep Learning; Internet of Things (IOT) and Robotics

References:

- ✓ Albright Winston "*Business Analytics, Data Analysis and Decision Making*" 5th edition, Cengage Publication.
- ✓ Cindi Howson "*Successful Business Intelligence*" 2nd edition, Mc Graw Hill Education.
- ✓ U. Dinesh Kumar "*Business Analytics: The Science of Data - Driven Decision Making*" by Wiley Publications.

2.7 Management Information Systems

- 1. Information Systems:** Data vs. Information, Strategic Role of Information in Management. Components of IS - Hardware, Software, Data, Telecommunication and People; Information Systems and Decision Making, Types of Information Systems - TPS, MIS, DSS, GDSS, KWS, ESS, OAS.

2. **Networks:** Concepts, Telecommunications Network, Wireless Network- Wi-Fi, Bluetooth, Wi-Max and Broadband Technologies, Mobile Technologies, Network Convergence, Internet, Intranet, Extranets, Teleconferencing, video conferencing, Internet based Businesses, Geographical Information Systems.
3. **Systems Development:** Systems as Planned Organizational Change, Business Process Reengineering, Steps in Effective Reengineering, Process Improvement and Total Quality Management, System Analysis, Systems Design, Completing the System Development Process, Use of flow charts. Systems development life cycle (SDLC), Types of SDLC - Waterfall, prototype, spiral, RAD, End user development, Outsourcing, Off-shoring, Business Process Outsourcing.
4. **Application Technologies:** ERP concepts, Evolution of ERP, ERP packages- SAP, Microsoft Dynamics 365, MFG-PRO, SSA ERP(Baan), Oracle, ERP Next; Functional modules in business- Accounting, finance, production and manufacturing, marketing ,sales and distribution, HRM functions. ERP Evaluation, ERP and BPR, ERP Implementation, Extended ERP - CRM, SCM, BI, Practical on functional modules of ERP.
5. **Information Systems Security and Control:** System Vulnerability and Abuse, Concerns for System Builders and Users, Computer Crime - Threats, Hacking, Cracking, Cyber Theft, Identity Theft, Theft of Intellectual Property, Viruses, Worms, Adware, Spyware, Cybercrime, Cyber Terrorism. Security Measures, Disaster Recovery Centers.

References:

- ✓ *MIS – Kennett G. Laudon and Jane P. Laudon*
- ✓ *MIS – James A. O'Brien*
- ✓ *MIS-C.S.V.Murthy*
- ✓ *MIS-W S Jawadekar*
- ✓ *Computer Today – S.K. Basudev*

- ✓ *ERP Concepts – V.K. Garg*

2.8 International Business

1. **Introduction to International Business:** International Business - Reasons for Going International, Trends in International Trade - Global Sourcing and Production Sharing - International Orientations Internationalization Stages and Orientations - International

Business Decision. MNC - Importance and Dominance of MNCs – MNCs and Globalization - Transfer of Technology - Global Competitiveness – Indicators of Competitiveness - Competitive Advantage of Nations - Technology and Global Competitiveness.

2. **International Trade Theories:** Country Based Vs Firm Based Theories - Vernon, Krugmen, Porter – Terms of Trade - Commercial Policy: Free Trade Vs Protectionism; Basic Tariff Analysis, New Trade Theories
3. **World Trade Organization:** GATT – Origin, Salient Features. WTO - Origin, Evolution, Principles, Functions, Structure, Ministerial Conference and Recent Trends in WTO. GATS, TRIMS, TRIPS - Dispute Settlement System in WTO, Agreement of WTO – Agriculture, Textile and Clothing, Antidumping, Custom Valuation, Pre-shipment Inspection, Rules of Origin, Subsidies and Countervailing Measures.
4. **International Monetary System and Trade Blocs:** Concepts of International Monetary System, IMF and World Bank - Funding Facilities and Strategies of IMF and World Bank. Expatriation and Repatriation. Asian Development Bank and BRICS Banks – Structure and Functions. Trade Blocs – Concepts and Classification of Trade Blocs. Structure, Functions and India's Role in ASEAN, OPEC, BRICS, European Union, SAARC, SCO, MERCOSUR, APEC, USMCA, AfCFTA, COMESA, CPTPP & CIS.
5. **FDI, BOP and FOREX:** FDI & FII's in India – Recent Trends and Government Policy on FDI and FII in India. Balance of Payments: Components, Factors affecting BOP, Construction of BOP - J-Curve Effect, Foreign Exchange – Theories of Exchange Rate – Factors Affecting Exchange Rate. NEER Vs REER - Exchange Rate Systems.

References:

- ✓ International Business: Competing in the Global Marketplace (SIE) - Charles W. L. Hill, G. Tomas M. Hult, Rohit Mehtani.
- ✓ *International Business - K Aswathappa.*
- ✓ *International Business (Text And Cases) –P Subba Rao.*
- ✓ *International Business: Environments And Operations - ohn D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, PrashantSalwan.*
- ✓ *International Business - Sonia Gupta*
- ✓ *International Business- Francis cherunilam.*
- ✓ *International Business - Rakeshmohanjoshi*
- ✓ *International Business - Daniels*

✓ *Newspapers – Hindu, Business Times*

2.9 Business Ethics and Corporate Governance

- 1. Business Ethics:** Ethics, Ethical Concepts and Theories, Morals and Values, Importance and Need of Ethics in Business, Ethical Corporate Behavior, Ethical Leadership, Ethical Decision Making, Ethical Dilemmas in Organization, Ethical Compliance Training in Corporate, Business Ethics in India.
- 2. Ethical Issues in Functional Areas:** Ethical Issues in Marketing, Production, Accounting and Finance, Human Resource, Information Technology, Supply Chain and E-Commerce.
- 3. Corporate Governance:** Objectives, Need and Significance - Difference between Governance and Management, Principles of Corporate Governance, Corporate Governance Structures, Models and Theories of Corporate Governance, Corporate Governance in India, Committees on Corporate Governance in India, Reports and Recommendations of Narayan Murthy and Ganguly Committee. Corporate Frauds in India.
- 4. Legal and Regulatory Aspects of Corporate Governance:** Stakeholders of Corporate Governance - Role of Board of Directors, Auditors and Independent Directors in Corporate Governance, Role of SEBI in Corporate Governance - Corporate Governance Forums – CACG, OECD, ICGN and NFCG.
- 5. Corporate Social Responsibility:** Levels, Phases and Approaches, Principles, Provisions of Companies Act 2013 with respect to CSR, Socially Responsive Management, Formulation and Implementation of Socially Responsive Strategies, Corporate Social Reporting, Corporate Governance Rating.

References:

- ✓ *Business Ethics – An Indian Perspective - Fernando A.C*
- ✓ *Corporate Governance, Business Ethics & CSR – Sharma J P*
- ✓ *Business Ethics & Corporate Governance - Ghosh B N I*
- ✓ *Corporate Governance – Principles, Policies, and Practices - Fernando A.C*

- ✓ *Business Ethics and Corporate Governance - CSV Murthy*