SESSION 2016-17

College of Business Management, Economics & Commerce (COBMEC)

Syllabus

Master of Business Administration
(w.e.f. 2016)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

Master of Business Administration (M.B.A.)
Two Year Programme (Dual specialization)

ACADEMIC CURRICULUM (2016-17 ONWARD)

First Year

Autumn Semester

Course Code	Course Title	L	T	P	C	ETE Duration	Weightage (%)		
							CW	MTE	ETE
FC 501	Foundation Course in Accounts	2	-	-	1.5	-	Audit Courses		
FC 591	Foundation Course in Quantitative Techniques	2	-	-	1.5	-			
FC 521	Foundation Course in English	2	-	-	1.5	-			
GM 501	Business Communication	3	-	-	3	3	30	20	50
GM 591	Business Environment	3	-	-	3	3	30	20	50
GM 581	Operations and Production Management	3	-	-	3	3	30	20	50
GM 571	Principles and Practice of Management	2	-	-	1.5	3	30	20	50
GM 561	Business Statistics	2	-	-	1.5	3	30	20	50
HR 501	Organizational Behavior	3	-	-	3	3	30	20	50
MK 501	Marketing Management I	3	-	-	3	3	30	20	50
FM 511	Managerial Accounting and Control	3	-	-	3	3	30	20	50
SY 511	Computer Applications and Information Technology	3	-	-	3	3	30	20	50
	Sub Total				**24/ 28.5**				

First Year

Spring Semester

Course Code	Course Title	L	T	P	C	ETE Duration	Weightage (%)		
							CW	MTE	ETE
GM 592	Business Research Methods	3	-	-	3	3	30	20	50
GM 582	Operations Research	3	-	-	3	3	30	20	50
GM 572	Managerial Economics	3	-	-	3	3	30	20	50
GM 562	Strategic Cost Management	3	-	-	3	3	30	20	50
HR 502	Human Resource Management	3	-	-	3	3	30	20	50
MK 512	**Marketing Management II**	3	-	-	3	3	30	20	50
FM 512	Business Finance	3	-	-	3	3	30	20	50
SY 502	Management Information System	3	-	-	3	3	30	20	50
IB 502	**International Business Management**	3	-	-	3	3	30	20	50
	Sub Total				**27**				

Master of Business Administration (M.B.A.)
Two Year Programme (Dual specialization)
Academic Curriculum (2016-17 onwards)

Second Year: Autumn Semester

Course Code	Course Title	L	T	P	C	ETE Duration	Weightage (%)		
							CW	MTE	ETE
GM 643	**Corporate Governance & Social Responsibility of Business**	3	-	-	3	3	30	20	50
GM 653	**Business Plan & Project Management**	3	-	-	3	3	30	20	50
GM 663	Business Simulation	1	-	2	3	-	30	-	70
GM 673	**Internship Dissertation**	-	-	-	6	-	75	-	25
	Specialization Elective – I	3	-	-	3	3	30	20	50
	Specialization Elective – II	3	-	-	3	3	30	20	50
	Specialization Elective – III	3	-	-	3	3	30	20	50
	Specialization Elective – IV	3	-	-	3	3	30	20	50
	Sub Total				**27**				

Second Year: Spring Semester

Course Code	Course Title	L	T	P	C	ETE Duration	Weightage (%)		
							CW	MTE	ETE
GM 614	Comprehensive Project	-	-	-	3	-	75	-	25
GM 634	**Legal Aspects of Business#**	3	-	-	3	3	30	20	50
GM 644	Strategic Management	3	-	-	3	3	30	20	50
GM 674	**Management of Change and Innovation**	3	-	-	3	3	30	20	50
GM 684	**Industry Analysis***	1	-	2	3	-	75	-	25
	Specialization Elective - I	3	-	-	3	3	30	20	50
	Specialization Elective - II	3	-	-	3	3	30	20	50
	Specialization Elective - III	3	-	-	3	3	30	20	50
	Specialization Elective - IV	3	-	-	3	3	30	20	50
	Sub Total				**24**				

#: For MBA students only

****: For MBA (Tech.) students only. Industrial Analysis: 75 marks for Analysis Report and 25 marks for viva-voce***

TOTAL CREDITS	**102/106.5**

Course of Independent Study:

(a) A course listed in courses of study but not offered in a semester due to lack of sufficient number of students, may be offered as a Course of Independent Study in that semester with clearance from the concerned faculty member and with the prior approval of Dean. Student (s) is/are permitted to take only one course as Course of Independent Study during third or fourth semester of the MBA Programme. A course already running in a semester shall not be offered as a Course of Independent Study.

Summer Internship Project : 75% on report and 25% on Viva.
Comprehensive Project Report : 75% on report and 25% on Viva.

Master of Business Administration (M.B.A.)
Two Year Programme (Dual specialization)
Academic Curriculum (2016-17 onwards): Second Year
Elective Specialization Groups

Finance Group

Course Code	Course Title	L	T	P	C	ETE Duration	Weightage%		
							CW	MTE	ETE
FM 603	Corporate Finance	3	-	-	3	3	30	20	50
FM 693	Financial Markets and Institutions	3	-	-	3	3	30	20	50
FM 604	Advanced Financial Management	3	-	-	3	3	30	20	50
FM 694	Securities Analysis and Portfolio management	3	-	-	3	3	30	20	50

Marketing Group

Course Code	Course Title	L	T	P	C	ETE Duration	Weightage%		
							CW	MTE	ETE
MK 603	Consumer Behavior	3	-	-	3	3	30	20	50
MK 693	Advertising and Sales Promotion	3	-	-	3	3	30	20	50
MK 623	Product & Brand Management	3	-	-	3	3	30	20	50
MK 633	Customer Relationship Management	3	-	-	3	3	30	20	50
MK 604	Marketing of Services	3	-	-	3	3	30	20	50
MK 694	Sales and Distribution Management	3	-	-	3	3	30	20	50
MK 624	Rural Marketing	3	-	-	3	3	30	20	50
MK 634	B2B Marketing	3	-	-	3	3	30	20	50

Human Resource Group

Course Code	Course Title	L	T	P	C	ETE Duration	Weightage%		
							CW	MTE	ETE
HR 603	Negotiation and Conflict Management	3	-	-	3	3	30	20	50
HR 693	Industrial Labour and Management Relations	3	-	-	3	3	30	20	50
HR 683	Organization Development	3	-	-	3	3	30	20	50
HR 604	Compensation Systems	3	-	-	3	3	30	20	50
HR 694	Human Resource Development Systems	3	-	-	3	3	30	20	50
HR 624	Leadership and Change Management	3	-	-	3	3	30	20	50

Systems Group

Course Code	Course Title	L	T	P	C	ETE Duration	Weightage%		
							CW	MTE	ETE
SY 603	Database Management System	3	-	-	3	3	30	20	50
SY 613	Software Project Management	3	-	-	3	3	30	20	50
SY 623	Object Oriented programming in C++	3	-	-	3	3	30	20	50
SY 604	Computer Networks	3	-	-	3	3	30	20	50
SY 614	System Analysis and Simulation	3	-	-	3	3	30	20	50
SY 624	Data Warehousing and Mining	3	-	-	3	3	30	20	50

Banking and Insurance Group

Course Code	Course Title	L	T	P	C	ETE Duration	Weightage%		
							CW	MTE	ETE
BI 603	Management of Commercial Banking	3	-	-	3	3	30	20	50
BI 613	Management of Insurance Services	3	-	-	3	3	30	20	50
BI 604	Banking and Insurance operations	3	-	-	3	3	30	20	50
BI 614	Investment Analysis and Portfolio Management	3	-	-	3	3	30	20	50

Retail Group

Course Code	Course Title	L	T	P	C	ETE Duration	Weightage%		
							CW	MTE	ETE
RM 603	Retail Basics	3	-	-	3	3	30	20	50
RM 613	Retail Strategy	3	-	-	3	3	30	20	50
RM 604	Merchandise Management	3	-	-	3	3	30	20	50
RM 614	Store management	3	-	-	3	3	30	20	50

Entrepreneurship Group

Course Code	Course Title	L	T	P	C	ETE Duration	Weightage%		
							CW	MTE	ETE
EP 603	Entrepreneurship Theory and Practice	3	-	-	3	3	30	20	50
EP 613	Creativity for Entrepreneurial Excellence	3	-	-	3	3	30	20	50
EP 604	Entrepreneurial Motivation	3	-	-	3	3	30	20	50
EP 614	Management of Family Business	3	-	-	3	3	30	20	50

International Business Group

Course Code	Course Title	L	T	P	C	ETE Duration	Weightage%		
							CW	MTE	ETE
IB 603	Export Documentation & Procedures	3	-	-	3	3	30	20	50
IB 613	WTO & Intellectual Property Rights	3	-	-	3	3	30	20	50
IB 604	International Marketing	3	-	-	3	3	30	20	50
IB 614	International Finance Management	3	-	-	3	3	30	20	50

Notes:

1. Foundation courses are available only on audit, which are graded either as AP (Pass) or AF (Fail).
2. ETE implies End Term Examination. After completion of the contact hours, a comprehensive examination in the subject is conducted for the duration specified. The examination includes all themes and sub themes whatever covered during the course.
3. CW implies the class work including class participation, announced and unannounced quizzes and tests, assignments, presentations and small projects. These are spread over the entire duration of contact hours.
4. MTE implies Mid Term Examination which is held in the middle of the semester covering half of the syllabus and having duration equal to half of that of End Term Examination.
5. Each student will submit a Report on Summer Internship and Viva Voce Examination will be held towards the end of the semester. 75% weightage to Report shown as Class Work and 25% weightage to Viva-voce shown as ETE.
6. Each student will submit a Report on Comprehensive Project and Viva Voce Examination will be held towards the end of the semester. 75% weightage to Report shown as Class Work and 25% weightage to Viva-voce shown as ETE.
7. Each student will submit a Report on Industry Analysis Report and Viva Voce Examination will be held towards the end of the semester. 75% weightage to Report shown as Class Work and 25% weightage to Viva-voce shown as ETE.

FOUNDATION COURSE IN ACCOUNTS

FC 501 **2-0-0-1.5**

Meaning and Objective of Accounting: Introduction, Meaning and process of accounting, Meaning of accounting cycle, Objectives of accounting, Accrual basis & cash basis of accounting **[2]**

Generally Accepted Accounting Principles: Meaning of GAAP, Basic assumptions of accounting, Basic principles of accounting, Accounting policies **[1]**

Accounting Concept of Income: Accounting concept of income, Economic concept of income, Computation of economic income **[1]**

Recognition of Revenue and Expenses: Meaning of revenue & revenue recognition, Meaning of expense, Specific requirements of accounting standards issued by ICAI **[2]**

Accounting Equation: Meaning of accounting equation, Procedures for developing accounting equation **[2]**

Journalizing, Posting and Balancing: Meaning and classification of accounts, Accounting equation based classification of accounts, Rules of debit & credit, Format of journal, Meaning of journalizing, Ledger, Posting, Trial balance **[5]**

Financial Statements: Preparation of financial statements- trading account, Profit & loss account, Balance sheet, Methods of presenting the final accounts, Understanding & analysis of financial statements **[7]**

Text:

1. A.K Bhattacharyya, Financial Accounting For Business Manager, PHI

References:

1. S.N Maheshwari, Management Accounting & Financial Control, S.Chand & Company.
2. G. Foster., Financial Statement Analysis, Pearson Education, 2002.

FOUNDATION COURSE IN QUANTITATIVE TECHNIQUES

FC 591 **2-0-0-1.5**

Introduction to Statistics: Origin, Nature and scope in business management **[4]**

Measures of Central Tendency: Mean, Median and Mode, Mathematical properties of arithmetic mean **[6]**

Measures of Dispersion: (Absolute and Relative) Range, Quartile deviation, Mean deviation, Standard deviation, Co-efficients, Skewness and Kurtosis **[10]**

Text:

1. Sharma J.K, Business Statistics, Pearson Education.

References:

1. Hien L.W, Quantitative Approach to Managerial Decisions, Prentice Hall, India.
2. Lawrence B. Morse, Statistics for Business & Economics, Harper Collins.
3. Gupta, S.C. and Kapoor V.K., Fundamentals of Applied Statistics, New Delhi, Sultan Chand & Sons.
4. Gupta S.P, Statistical Methods, Sultan Chand and Sons, Delhi.

FOUNDATION COURSE IN ENGLISH

FC 521 **2-0-0-1.5**

Vocabulary: Vocabulary building, Frequently confused words, Frequently misused words, Phrases, Synonyms, Antonyms, Idioms & General vocabulary. **[3]**

Sentence Structure: Elements of sentence**,** Types of sentences, Parts of sentences, Rules for structuring sentences, Phrases, Types and functions, Clauses, Types and functions. **[3]**

Correct Usage of Language: Nouns, Pronouns, Verbs, Adjectives, Adverbs, Prepositions, Conjunctions, Articles, Modals, Interjections & Tenses **[4]**

Punctuation: Periods, Question marks, Exclamation marks, Semicolons, Colons, Commas, Apostrophes & Quotation Marks. **[4]**

Writing Mechanics: Capitals & Abbreviations Direct and Indirect Speech, Active & Passive Voice. **[2]**

Reading and Comprehension: Efficient reading, Note taking, Story writing from outlines, Letter writing (informal and formal), Précis writing, Essay writing & Comprehension **[4]**

Text:

1. Wren & Martin: English Grammar & Composition, S.Chand & Co. Delhi.

References:

1. Murphy and Reynod: Essentials of English Grammar, Cambridge University Press.
2. Sharma R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi.
3. Hornby A.S.: A guide to patterns and usage, Oxford University Press, Delhi.
4. Leech Geoffery: English Grammar for today, Longman Delhi.

BUSINESS COMMUNICATION

GM 501 **3-0-0-3**

Effective Communication in Business: Importance and benefits of effective communication, Components of communication, Forms of Communication, Communication process, Role of Verbal & Non-verbal symbols in communication, Barriers to effective communication, Overcoming communication barriers, Seven C's of effective communication. **[8]**

Strategies for Successful Listening and Speaking Skills: Definition, Types, Purposes of listening, Anatomy of poor listening, Features of a good listener, Ways of delivering oral message, Strategies for an effective oral delivery, Strategies for improving oral presentations, Strategies for an effective non-verbal delivery, Strategies for removing stage fright. **[9]**

Strategies for Successful Interpersonal Communication: Dyadic communication, Meetings: need, importance & planning of Meetings, Drafting of notice, Agenda, Minutes & resolutions of Meeting, Writing memorandum, Press release, Press conference, Business etiquette – netiquette, Telephonic & table etiquette. **[9]**

Forms of Communication in Written Mode: Planning steps for effective writing, Business Letters & Memos, Persuasive written messages, Job applications & resume, Writing business reports (Short & Long), Proposals, Practice for writing. **[8]**

Corporate Communication: Definition, Scope, Importance & components of corporate communication, Professional communicator responsibilities, Corporate communication & Public Relation, Role of social media in communication. **[5]**

Text:

1. Raman M & Singh P.- Business Communication, Second Edition (2012), Oxford University Press.

References:

1. Bisen & Priya – Business Communication (New Age International Publication)
2. Kalkar,Suryavanshi,Sengupta-Business Communication(Orient Blackswan)
3. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
4. Lesikar RV & Pettit Jr. JD – Basic Business Communication: Theory & Application, Tata McGraw Hill.

BUSINESS ENVIRONMENT

GM 591 **3-0-0-3**

Nature and Characteristics of Contemporary Business: Internal and external environmental factors, Environmental analysis and strategic management. **[6]**

Environmental Analysis and Forecasting: Environment scanning and its processes, Techniques for environmental forecasting, Benefits and limitations of environment forecasting. **[4]**

Anatomy of the Indian Economy: Economic system, Planning process, Trend in macroeconomic variables, Economic structure and the stage of development. **[10]**
Economic Policies: Determinants of National Income, Inflation, Fiscal policy, Monetary policy and Trade policy.

Politico-legal Environment: Relationship between business and Government, Important business laws in India - Companies Act, Competition Law, FEMA, SEBI Act, Consumer Protection Act. **[5]**

Impact of Culture and Values: Inter-relationship between business and society, Salient features of Indian culture and values and its impact on business, The stakeholder Model of business, Problems created by business, SA8000. **[4]**

Technological Environment: The contribution of technology, Integrating technology with Business, Technology transfer, Managing technology for development, Multinationals as source of technology. **[4]**

Liberalization in India: The New Economic Policy – Globalization, Exim policy, Banking policy and FDI policy, Reforms in capital market, Salient Features of WTO **[6]**

Text:

1. Paul Justin, Business Environment: Text & Cases (3rd Edition), Tata McGraw Hill

References:

1. AC Fernando, Business Environment (2011), Pearson Education.
2. Cherunilam Francis, Business Environment: Text & Cases (17th revised edition), (Himalaya Publishing House).
3. Aswathappa K, Essentials of Business Environment (8 th edition), Himalaya Publishing House.
4. Pailwar Veena Keshav, Economic Environment of Business (2009), PHI

OPERATIONS AND PRODUCTION MANAGEMENT

GM 581 **3-0-0-3**

Overview and Introduction: Operations priorities, Strategy framework in manufacturing.	**[5]**
Product Design & Process Selection: Customer driven design, Designing for Manufacturing & Assembly (DFMA), Process Flow: Job shop, Batch, Assembly, Continuous process Flow analysis	**[4]**
Operations Technology: Technologies in manufacturing, Evaluations of technology Investments	**[2]**
Quality Managements: Quality specification & Quality costs, Quality standards, Statistical quality control methods	**[8]**
Capacity Planning: Economies & diseconomies of scale, Determining capacity requirements, Linear programming , JIT logic	**[7]**
Supply Chain Management: Make or buy decisions, Outsourcing supplier selection: Analytical hierarchy process, JIT purchasing	**[5]**
Inventory Management: Inventory costs, Fixed order quantity model (EOQ), Fixed time period model	**[5]**
Business Process Reengineering: Reengineering principles, Reengineering process	**[3]**

Text:

1. Russell and Taylor: Operations management, Fourth Edition, Prentice Hall of India, New Delhi .

References:

1. Chase, Jacobs and Aquilano: Operations management for competitive advantage; Eleventh Edition, Tata McGraw-Hill, New Delhi.
2. Heizer, Render, and Rajashekhar: Operations Management, Ninth Edition, Pearson Education, New Delhi.

PRINCIPLES AND PRACTICE OF MANAGEMENT

GM 571 **2-0-0-1.5**

Introduction to Management and Organization: Concept, Importance and significance of management, Managerial roles and skills **[2]**

Historical Background of Management: Major approaches to management – Classical, Quantitative, Behavioral, and contemporary - Total Quality Management. **[3]**

Foundation of Planning: Nature, Scope and objectives of planning, Process of planning, Types of plans, Management by Objectives (MBO), The decision making process, Rationality and bounded rationality in decision making, The role of intuition in decision making, Decision making biases and errors, Techniques of decision making. **[4]**

Organization Structure and Design: Concept, Nature and purposes of organizing, Common forms of departmentalization, Chain of command, Span of control, Centralization and Decentralization, Formalization, Traditional and Contemporary organizational designs. **[4]**

Directing: Motivation, Concept, Theories of motivation, Functions of leaders and leadership style, Importance of communication, Process and barriers to effective communication. **[4]**

Controlling: Concept, Types of control, Methods - Pre-control, Concurrent control, Post-control, Quality concept factors affecting quality. **[3]**

Text:

1. Koontz, Harold and Weirich, Heinz (2015) Essentials of Management: An International, Innovation and Leadership Perspective, 10th Edition, McGraw Hill Private Limited, India

References:

1. Robbins, S. P. and Coulter, Mary (2008) "Management", Ninth Edition, Prentice Hall of India, New Delhi.
2. Drucker, P. F. (1973) "Management: Tasks, Responsibilities, Practices", New York: Harper & Rows.
3. Terry, George R and Franklin, Stephen G (2003) Principles of Management (Eighth Edition), A.I.T.B.S Publishers, New Delhi.
4. Boddy, D. (2005) Management: an Introduction, 3rd edition, Prentice Hall/FT: London.
5. Linstead et al. (2009) Management & Organization: A Critical Text, 2nd Edition, Basingstoke: Palgrave Macmillan
6. Schermerhorn, J., (2005). "Management, Eighth Edition." New York, NY: John Wiley & Sons, Inc.
7. Dumler, M. & Skinner, S. (2008). A Primer for Management (2nd Ed.). Mason, OH: South-Western.

BUSINESS STATISTICS

GM 561 **2-0-0-1.5**

Correlation and Regression (Bivariate and Multivariate): Karl Pearson coefficient of correlation, Spearman's correlation coefficient, Concurrent deviation, Lines of regression. **[10]**

Probability: Axiomatic approach to probability, Laws of addition and multiplication, Bayes' theorem. **[5]**

Theoretical Probability Distributions: Random variable and distribution function, Discrete probability distributions, Continuous probability distributions. **[5]**

Text:

1. Sharma J.K, Business Statistics, Pearson Education.

References:

1. Hien L.W, Quantitative Approach to Managerial Decisions, Prentice Hall, India.
2. Lawrence B. Morse, Statistics for Business & Economics, Harper Collins.
3. Gupta, S.C. and V.K. Kapoor, Fundamentals of Applied Statistics, New Delhi, Sultan Chand & Sons.
4. Gupta S.P, Statistical Methods, Sultan Chand and Sons, Delhi.

ORGANIZATIONAL BEHAVIOR

HR 501 **3-0-0-3**

Introduction: Management functions & roles, OB Model **[4]**

Individual Behavior: Abilities, Values , Attitudes and Personality **[4]**

Learning: Learning theories, Positive & Negative reinforcement and Punishment **[3]**

Perception: Influencing factors & shortcuts, Attribution theory, Decision Making: Rational vs. Actual decision making **[4]**

Motivation: Motivation Theories, MBO, Employee recognition programs, Employee involvement program, Stress: causes & consequences, Managing stress **[6]**

Group Dynamics: Group development stages, Formal & Informal groups, Group communication **[5]**

Leadership: Leadership theories, Power & Politics **[4]**

Conflict: Intra-Individual, Inter-Personal, Group Conflict **[4]**

Managing Modern Organizations: Culture formation, Managing cross cultural differences, Innovation and Learning organization **[5]**

Text:

1. Stephen P. Robbins, Mary Coulter and Vohra Neharika. *Organizational Behavior* Tenth Edition; Pearson Education

References:

1. Luthans Fred. *Organizational Behavior*, Tenth Edition, Tata McGraw-Hill
2. Aswathappa K. *Organizational Behavior*, Eighth Edition, Himalaya Publishing House
3. James A.F.Stoner, Freeman A.Edward, and Daniel A. Gilbert Jr. *Management*, Pearson Education

MARKETING MANAGEMENT I

MK 501 **3-0-0-3**

Introduction to Marketing: Definition & functions of marketing, Core concepts of marketing – Need, Want, Desire, Benefits, Demand, Value, Exchange, Goods – Services continuum, Product, Market, Customer Satisfaction, Customer Delight. ***Approaches to Marketing*** – Product – Production - Sales – Marketing –Societal – Relational, Concept of Marketing Myopia, Selling versus Marketing, Holistic marketing orientation & Customer value. **[8]**

Marketing Environment: Analyzing needs and trends, Macro Environment - Political, Economic, Socio-cultural and Technical Environment – PEST analysis, Micro Environment – Industry & Competition. Concept of Market Potential & Market Share. **[4]**

Market Segmentation: Targeting and Positioning, Bases for Segmenting, Consumer Markets, Geographic Segmentation, Demographic Segmentation, Psychographic Segmentation, Behavioral Segmentation, Bases for Segmenting Business Markets, Market Targeting, Effective Segmentation Criteria, Evaluating and Selecting the Market Segments. **[4]**

Marketing Mix: Definition of each of the Four P's, Components of each P, Extended 7Ps for services, Significance in the competitive environment. **[4]**

Consumer Behavior: Meaning and Models, Factors Influencing Consumer Behavior- Psychological Influences, Social Influences and Purchase Situation Influences Problem Solving Processes. Analyzing Industrial Buyers' Behaviour. **5]**

Marketing Research & Information Management: Components of a Modern Marketing Information System, Marketing Intelligence System, Marketing Research Process. **[5]**

Dealing with Competition: Corporate Strategies, SBU Strategies, BCG, GE Matrix and Ansoff's Grid. **[3]**

Developing Marketing Strategies: Positioning and Differentiating the Market Offering through the Product Life Cycle, Developing New Market Offering. **[3]**

Current Market & Marketing Trends: Rural Marketing in India, Experiential Marketing. **[2]**

Review & Recapitulation **[1]**

Text:

1. Marketing Management: A South Asian Perspective by Kotler, Kelly, Koshy & Jha Pearson 14 th edition.

References:

1. Marketing Management by Tapan Panda, Excel Publications, and 2 nd edition.
2. Stanton, Eztel and Walker, Fundamentals of Marketing, 10th Edition, McGraw Hill.
3. Saxena Rajan, Marketing Management, 2002, Tata McGraw Hill.

MANAGERIAL ACCOUNTING AND CONTROL

FM 511 **3-0-0-3**

Concepts of Accounting and Accounting Mechanics : Meaning, Nature, Scope and functions of management accounting, Analysis of financial statement - Meaning, Types, Importance, Nature and limitations of financial statements, Techniques of financial analysis – Ratio analysis, Cash-flow analysis and Fund-flow analysis. **[13]**

Marginal Costing: Marginal costing - Basic concepts, Marginal costing Vs. Absorption costing, CVP analysis & BEP analysis, Differential cost analysis & relevant cost analysis, Price decision & profitability. **[9]**

Budgetary Control: Basic concepts, Flexible budgets & functional budgets, Master budgets and Concepts of zero base budgeting. **[8]**

Standard Costing: Concepts, Uses and setting of standard cost accounting methods, Computation of simple cost & revenue variances, Relationship of budgetary control & standard cost and Possible reasons of variances. **[7]**

Responsibility Accounting and Reporting to management: Nature of responsibility accounting, Requirement of effective responsibility accounting, Cost control through responsibility accounting, Reporting to management – Objectives, Essentials and Types of managerial reports **[2]**

Text:

1. S.N.Maheshwari. Management Accounting and Financial Control, S. Chand & Company

References:

1. V.K. Saxena, Cost and Management Accounting, S.Chand& Company
2. Saxena & Vashisth, Advanced cost & management Accounting
3. Khan & Jain ,Cost Accounting, Fourth Edition,McGraw-Hill

COMPUTER APPLICATION AND INFORMATION TECHNOLOGY

SY 511 **3-0-0-3**

Computer Fundamentals: Evolution of information processing, Introduction to hardware, Introduction to software **[3]**

CPU Organization: Arithmetic logic unit, Register Organization, Instruction cycle, Instruction forma, Instruction types, Addressing modes, I/O & Bus Organization, Interrupt and DMA structure **[2]**

Programming technique: Machine language and Assembly Language, Low level and high level languages, Data types, variables, constants, operators (including bitwise operations), Expressions, assignment statement, control statements, arrays, Functions, pointers, structures union and enumerated data type (with example of C), Flow charts, Program design and module integration **[8]**

Introduction to Operating Systems: Over view of Operating System, Operating System as resource manager Multitasking, Multithreading, Monolithic & Microkernel Architecture, Client- server Model, Windows NT client server Architecture, Process & Threads, Virtual memory Management: Virtual memory, Memory sharing, Memory Protection, Examples: DOS, Windows, Linux **[5]**

Basics of Database: Basic concepts of database, Data independence; Data models, Relational Data Model, Relational Algebra, Relational Query language - SQL Integrity, Security, Concurrency, Recovery, Concept of distributed databases. **[8]**

Communications and Networks: Communication Networks, Components and Functions of Telecommunication Systems, Network protocols **[3]**

MS office: MS Word, MS Excel, MS PowerPoint, MS Access **[5]**

Computer security: Concept and components of security, Preventive measures and treatments **[2]**

Multimedia Systems Basics: Multimedia Input Devices: Scanner, Digital Camera, Microphone, Video Camera, Multimedia Output Devices: Sound/Speaker, Color Monitors, Printers, Storage Devices: CD-RaM's, DVD - Digital Versatile Disk, Coding & Compression Formats for image, Audio, Video, Methodology for developing Multimedia CORaM Titles, Multimedia Application in Education, Libraries, Publishing, Art & Culture, Medicine and Industry **[3]**

Text:

1. Rajaraman Y., Fundamental of Computer, PHI, 5th edition.

References:

1. Sandaers D.H.,Computer Today, TMG.
2. Elmasri Ramez, Navathe B., Fundamentals of Database Systems, Pearson, 4th edition.
3. Ram, B., Computer fundamentals, New Age Internationals (P) Ltd., 4th edition.
4. Yashvant Kanetkar, Let us C, BPB Publications, 13th edition.

Lab Exercise: MS Office (MS Word, MS Excel, MS Power point, MS Access) and 'C' Language

BUSINESS RESEARCH METHODS

GM 592 **3-0-0-3**

Introduction to Business Research: Nature of business research, Business research process, Ethics in business research, Recent trends. **[3]**

Research Designs: Introduction and classification, Exploratory research, Descriptive research, Causal research. **[6]**

Measurement and Scaling: Primary scales of measurement, Comparative scaling Techniques, Non-Comparative scaling techniques and Scale evaluation. **[5]**

Data Collection & Preparation: Primary data, Secondary data, Questionnaire and form design, Objectives, Design process. **[5]**

Sampling: Sampling design process, Classification of sampling techniques, Sample size determination. **[3]**

Data Analysis: Hypothesis meaning, Sources types - Parametric and non-parametric tests, Parametric test, T test, F Test and Z test, Non Parametric Test - U Test, Kruskal Wallis, Sign test, Discriminant analysis, Factor and cluster analysis. **[13]**

Report Writing & Presentation: Significance, Report writing- Steps, Layout, Presentation - Executive summary, Precautions, Norms for using tables, Charts and diagrams – Appendix, Index and Bibliography. **[4]**

Text:

1. Cooper and Schindler, Business Research Methods, Ninth Edition, Tata McGraw-Hill

References:

1. Tull and Hawkins, Marketing Research – Measurement and Methods, Sixth Edition, Prentice Hall of India.
2. Levin and Rubin, Statistics for Management, Seventh Edition, Prentice Hall of India.
3. Herman J. Ader, Gideon J. Mellenbergh, Research Methodology in the Social, Behavioural and Life Sciences: Designs, Models and Methods, Sage Publications.
4. Kothari,C.R., Research Methodology, New Age International (P) Limited.

OPERATIONS RESEARCH

GM 582 **3-0-0-3**

Introduction: Concept, Model building for business decisions, Concepts of a model, Classification of a model, General methods for solving models.	**[3]**
Linear Programming: Formulation, Geometric method, Simplex method, M'Charnes method, Concept of duality.	**[6]**
Transportation Problem: Transportation problem as LPP, Methods of solutions, variations.	**[4]**
Assignment Problem: Mathematical statement, Solution methods, variations.	**[3]**
Game Theory: Two people zero sum game, Pure strategies and saddle point, Mixed strategies and solution methods.	**[4]**
Queuing Theory: Components, Description of queuing model, Single channel models, Performance measures, Cost behavior analysis.	**[5]**
Decision Theory: Concept of decision theory, Types of decision-making environment, Decision tree analysis.	**[4]**
Sequencing: Flow shop sequencing problems, Markov Process, Job shop sequencing problems.	**[3]**
Network Analysis: Rules for drawing the network diagram, Applications of CPM and PERT, Techniques in project planning and control, Crashing of operations.	**[3]**
Simulation: Steps involved in simulation, Monte Carlo simulation, Simulation of queuing and inventory.	**[4]**

Text:

1. J. K. Sharma. Operation Research: Theory & Application, 5th Edition, Macmillan.

References:

1. H. A. Taha. Operations Research- An Introduction, Ninth Edition, Pearson Education
2. W. L. Winston. Operations Research: Applications and Algorithms, 4th Edition, Thomson.
3. N.D. Vohra. Quantitative Techniques in Management, 4th Edition, Tata McGraw Hill.

MANAGERIAL ECONOMICS

GM 572 **3-0-0-3**

Introduction to Managerial Economics: Nature & scope of managerial economics, Traditional vs. Managerial Economics, Incremental & Equi-marginal principle, Objectives of business firms. **[4]**

General Tools for Economic Analysis & Decision Making: Functional relationship between economic variables, Market equilibrium, Supply & demand side of market. **[5]**

Demand Analysis: Determinants of demand, Demand function and demand elasticity, Demand Estimation and Forecasting, Approaches to estimation, Demand estimation by regression analysis, Qualitative forecasts and quantitative forecasts. **[8]**

Theory of Production: Iso- Product curve and Producer's equilibrium, Short run & Long run production function, Laws of returns to scale. **[4]**

Theory of Cost: Cost concepts, Cost –output relationship, Economies & Dis-economies of scale, Break Even analysis. **[4]**

Market Structures & Pricing Decisions: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Pricing of outputs and Pricing of inputs. **[10]**

Capital Budgeting & Investment Under Certainty: Determining the optimum level of capital, Evaluation criteria; NPV, IRR & PBP, Circular flow of economy. **[4]**

Text:

1. Dwivedi D.N, 2009 Managerial Economics; 7e,

References:

1. Mote, Pal & Gupta;2001, Managerial Economics, TMH
2. Samuelson and Nordhaus,2008, Economics, TMH, Delhi.
3. Geetika, Ghosh.P, 2011; Managerial Economics; TMH

STRATEGIC COST MANAGEMENT

GM 562 **3-0-0-3**

Strategic Cost Management: Meaning , Objectives , Cost reduction , Cost estimation , Cost management tools , JIT & theory of constraints , Bench marking **[5]**

Product Life Cycle Costing: Introduction, Product life cycle, Phases and characteristics of product life cycle, Stages of product life cycle, Product life cycle costing, Features and benefits of life cycle costing. **[5]**

Activity Based Costing (ABC): Meaning, Definition, Nature, Benefits, Limitations-Limitation of volume based costing system, Indicates of ABC, Performance of ABC, Cost drivers, designing an ABC system, Operational & strategic application of ABC, Customer profitability analysis, Process value analysis, Financial measures of activity efficiency, Nature of value- chain analysis. **[8]**

Functional-based Planning & Control: Budgeting-nature, Administration and effectiveness, Budgeting cycle, Activity based budgeting, Kaizen approach, ZBB, Performance budgeting, Responsibility centers and financial control, Nature & role of responsibility centers, Accounting & evaluation of responsibility centers, Measuring the performance of investment center-ROI, RI, Transfer pricing & its applications. **[9]**

Target Costing: Meaning, Definition, Characteristics, Principles, Traditional cost v/s target cost approach, Installation of target costing, Advantages, TQM- Meaning, Objectives, Importance, Cost of quality, Challenges of TQM to management accountants. **[6]**

Strategic-based Performance Measurement System: Balanced score card-prospective and limitations, Productivity measurement and control, Productivity efficiency partial and total productivity measurement, Measuring changes in activity and process & efficiency, Quality cost management & Reporting system. **[6]**

Text:

1. Horngren, Datar Foster, Cost Accounting , Pearson education

References:

1. Hansen & Mowen, Cost Management , Thomson Learning
2. Drury Colin, Management Accounting & Control, Thomson Learning.
3. Kaplan, Atkinson , Advanced Management Accounting, Pearson Learning
4. Anthony, Robert N & Govindarajan V, Management Control System, McGraw Hill.
5. Kaplan, Atkinson & young, Management Accounting, Pearson Education.

HUMAN RESOURCE MANAGEMENT

HR 502 **3-0-0-3**

Overview of the course **[1]**

Introduction to HRM: Meaning, Nature, Scope and functional area of HRM, Approaches to HRM- soft hard, Strategic HRM **[4]**

HR Planning: Concept of HRP, Objective HRP Process, Strategic role of HRP **[4]**

Job Analyses and Job Design: Job Analysis, Job Description, and job Specification, Job Design **[4]**

Recruitment and Selection: Recruitment: sources/ Methods, Selection - Steps in selection procedures, Interview (Structured/ Non structured), Induction and Placement. **[4]**

Training & Development: Concepts, Need identification, Training Program, Evaluation of Training, Executive development program **[5]**

Performance Management & Appraisal: Concept of Performance Appraisal, Methods of Appraisal, Employee counseling Techniques of Appraisal, i.e. MBO, BARS etc. Limitations. **[5]**

Job Evaluations and Compensation Management: Job evaluation, Methods of Job evaluation, Compensation, Monetary & Non-monetary Compensation System, Managing Careers **[5]**

Employee Relations & Trade Union: Trade union, Industrial disputes and collective bargaining **[3]**

Contemporary Issues in HRM: Virtual Organizations and role of HR, Managing Employee Downsizing, Employee Empowerment and Worker's Participation In Management, Changing Role of HR In Global Scenario **[4]**

Text:

1. Ashwathappa, K. Human Resource Management, The McGraw-Hill companies

References:

1. Rao.VSP (2000). Managing Human Resources: TEXT and cases; Excel Books.
2. Patnayak Biswajeet. Human Resource Management.
3. Flippo, Edwin B, (2000). Principles of Personnel Management, McGraw Hill, New York.
4. Desseler G. (2002). Human Resource Management, PHI India, 10th Ed.

MARKETING MANAGEMENT II

MK 512 **3-0-0-3**

Introduction: Strategic Marketing, Marketing Strategy interfaces, Competitive Analysis- Strategic Marketing Alignment, Market Led Strategic Marketing Planning, Competing through new marketing mix and innovation. **[3]**

Marketing Analytics: Analytics based strategic selection, Introduction to marketing metrics and models, Understanding organizational resource base (assets and capabilities), Marketing Analytics for Marketing Performance Assessment and Control. **[4]**

Product: Meaning, Goods and Services, Levels of Product, Product and Service Analytics and Analysis, Product Mix, Perceptual Mapping, Product Life Cycle - Managing the product in Product Life Cycle, Strategic Customer Analysis- Customer Lifetime Value. **[4]**

Product Marketing: Research & Development and Test Marketing for product development, Marketing Portfolio Analysis, Branding - Definition, Purpose and Significance, Branding decisions, Packaging and Labeling, Purpose and Types and new trends in product marketing, Green Marketing and Sustainable Marketing Issue. **[4]**

Price: Meaning and Importance, Pricing objectives, Design of Pricing, Pricing techniques and assessment, Price Elasticity, Factors influencing pricing decision, Strategic Approaches to pricing and pricing decisions, Price and Non-price competition, Setting the price and managing the price changes in market. **[7]**

Place: Designing marketing channels –Wholesaling, Retailing, Franchising, Direct Marketing, Distribution channel evaluation, Retail location selection, Types of Retail Formats, Retail Relay, Retail positioning, Store Location, Product assortment and Services, Retail Store Atmosphere Impact of technology & Internet on distribution channels. **[7]**

Promotion: Concept and role in marketing, Promotional Mix – Advertising, Sales Promotion and Public Relations, Promotional budget allocation and estimation, Impact of technology & Internet on Promotion and promotion metrics, Social Media Marketing, Digital Marketing Strategy, Metrics for traditional, social and digital media marketing. **[5]**

Sales Management: Sales Analytics, Resource Allocation Perspective, Selling Skills, Personal Selling, Salesmanship**,** Cross Selling and Relationship Marketing. **[4]**

Review & Recapitulation **[1]**

Text:

1. Hooley, Graham; Piercy, Niegel F. and Nicoulaud, Brigitte (2009) Marketing Strategy and Competitive Positioning, 4th Edition, Pearson Education, India.

References:

1. Venkatesan, Rajkumar; Farris, Paul and Wilcox, Ronald T. (2015) Cutting Edge Marketing Analytics, Prentice Hall, New Jersey
2. Sorger, Stephen (2013) Marketing Analytics: Strategic Models and Metrics, Admiral Press, USA
3. Cravens, David W. and Piercy, Nigel F. (2009) Strategic Marketing, 8th Edition, McGraw Hill.
4. Sahaf, Musadiq A. (2013) Strategic Marketing: Making Decisions for Strategic Advantage, Prentice Hall, India
5. User Instructional Manual for Marketing Simulation

BUSINESS FINANCE

FM 512 **3-0-0-3**

Introduction to Finance: Financial markets, Financial institutions, Financial services, Financial instruments, Functions and goals of finance. **[3]**

Financial Management: Nature, Scope, and Objectives of financial management, Time value of money, Risk and return. **[6]**

Capital Structure and Cost of Capital: Capital structure and leverage, Optimum capital structure, Measurement of specific costs, Computation of overall cost of capital **[6]**

Financing Decision: Long-term financing, Short-term financing, Term financing, Venture capital, Basics of lease financing **[5]**

Capital Budgeting: Principles, Techniques, Measurement and evaluation, Case study problems. **[6]**

Working Capital Management: Planning of working capital, Working capital financing and Inventory management **[3]**

Financial derivatives: Options, Futures, Forwards, Warrants, Hedging using derivatives **[4]**

Dividend Policy Decision: Dividend and valuation, Determinants of dividend policy. **[3]**

Behavioral Finance Investment Decision Cycle: Judgment under uncertainty, Utility/ Preference functions, Expected Utility Theory [EUT]. **[3]**

Text:

1. Van Horne, J.C (2010),Fundamentals of Financial Management, PHI, Delhi

References:

1. Chandra, Prasanna (2010),Theory and Practice, Financial Management, TMH, Delhi
2. Hull, John C (2010) Options, Futures, and Other Derivatives, Pearson, Delhi.
3. I.M.Pandey (2014), Financial Management, Vikas Publishing House, Delhi

MANAGEMENT INFORMATION SYSTEM

SY502 **3-0-0-3**

Introduction to Management Information System: Introduction to IS, Role and importance of management, Process of Management, Organization structure and theory, Strategic management of business. **[4]**

Basics of Management Information System: Decision Making, Information System analysis and design, Development of MIS Choice of information technology. **[8]**

Applications of Management Information System: Application in manufacturing, Application in service sector, Decision support systems, Enterprise management systems **[9]**

Technology in Management Information System: Technology of Information system Database Management system, Object Oriented Technology Client –Server Architecture Networks, Business process reengineering, Data Warehouse: Architecture to implementation, Electronic Business Technology Web **[10]**

Study of Different MIS in Industries: Case studies of different Companies in different areas of management in implementing MIS in Finance, Marketing etc. **[8]**

Text:

1. Jawadekar W S "Management Information Systems", Tata McGraw – Hill, Edition 4, 2009.

References:

1. Lucas Henry C., "Information Technology for Management", 7th Edition, Tata McGraw – Hill.
2. Laudon & Laudon, "Management Information System", Eighth Edition, Pearson Education.

INTERNATIONAL BUSINESS MANAGEMENT

IB 502 **3-0-0-3**

Introduction to the International Environment: The International business environment, Reasons for international business, Regional trading blocks, Business in the developing world, Impact of information technology on international business, Diversity in the work place. **[6]**

Politico-legal and Economic Environment: Managing political risk, Managing risk of terrorism, Managing economic risk in international business, Contract laws and other regulatory issues. **[2]**

Cultural Context of International Business: Cultural variables and profiles, Culture and impact on management styles, Cross-cultural negotiations and decision-making. **[7]**

Strategic Management for International Business: Strategy formulation, Steps in developing international business strategy, Developing international competitive advantage, International strategic alliances and implementation, Organization for international operation, Managing performance, Control and information systems for international operations. **[13]**

International Marketing Management: International marketing research, International marketing mix **[3]**

International Financial Management: Environment of international finance, Financial decision making in an international environment. **[4]**

International Human Resource Management: Staffing and training for international operations, Motivating and leading a diversified work force. **[4]**

Text:

1. Aswathappa: International Business, Fifth Edition, Tata McGraw Hill, New Delhi

References:

1. Daniels, Radebaugh, Sullivan and Salwan. International Business – Environment and Operations , Fourteenth Edition, Prentice Hall, New Delhi
2. Czinkota, Ronkainen and Moffett. International Business, Eighth Edition, South-Western Cengage Learning, New Delhi
3. Cullen and Parboteeah. Multinational Management – A Strategic Approach, Sixth Indian Reprint, South-Western Cengage Learning, New Delhi
4. Mendenhall, Punnet and Ricks. Global Management, First Edition, Blackwell Publishers, Massachusetts (USA)
5. Lasserre. Global Strategic Management, Third Edition, Palgrave Macmillan, Great Britain
6. Joshi. International Business, First Edition, Oxford University Press, New Delhi

CORPORATE GOVERNANCE & SOCIAL RESPONSIBILITY OF BUSINESS

GM 643 **3-0-0-3**

Responsibilities of a Business Firm: Definitions, Benefits, Corporate stakeholders and responsibilities to them. **[8]**

Ethical Decision-making: Ethical and moral relativism, Encouraging ethical behavior, Cultural foundations of ethics, Importance of business ethics, Understanding ethical decision making, Values for Indian managers, Work ethics. **[8]**

Business and Society: Environmental issues facing business, Carbon Trading, Consumer rights. **[4]**

Corporate Governance: Corporate governance issues and challenges, Essential principals of corporate governance, Role of board, Executive directors, Non-executive directors, Financial institutions in effective corporate governance, Values and ethics in relation to corporate governance, Effective measures to improve corporate governance. **[8]**

Shareholder Values Through Socially Responsible Business Practice: Competitive advantage through social responsiveness, Integrating social responsiveness with strategy, Implementing and evaluating socially responsible decision-making **[6]**

Philanthropy and Corporate Giving: Philanthropic work of businesses, Business and special cause sponsorship, Support for political ideologies. **[5]**

Text:

1. Mandal S.K., Ethics in Business and Corporate Governance, Tata McGraw Hill

References:

1. Mittal K.M., Social Responsiveness of Business, Chanakya Publications, N. Delhi
2. Davis Keith, Frederick William C, Business and Society, McGraw Hill
3. Steiner George A, Business Government and Society, McGraw Hill
4. Chakraborty S.K., The Management and Ethics Omnibus, Oxford University Press

BUSINESS PLAN AND PROJECT MANAGEMENT

GM 653 **3-0-0-3**

Project Management: Concepts, Project environment, Types of projects, Project life cycle, Project proposals, Monitoring project progress, Project appraisal and project selection, Causes of delay of project commissioning, Remedies to avoid overruns, Strategic issues and variables involved in project identification and its commissioning. **[6]**

Project Identification and Feasibility: Identification of investment opportunities, Sources of new project ideas, Preliminary screening of projects, Feasibility studies and reports, Stages of project feasibility study, Components of project feasibility studies **[6]**

Broad Aspects of Appraisal: Market feasibility (Market survey, Categories of market survey, Steps involved in market survey, Demand forecasting techniques, Sales projections), Technical feasibility (Production technology, Materials and inputs, Plant capacity, Site selection, Plant layout, Site preparation, Civil works and structures, Detail of machines and equipment, Specifications and cost determination), Operational feasibility (Heads of cost, Estimates of cost of production, Break-even point, Economics of working), Managerial feasibility (Project organization and responsibilities). **[11]**

Financial Analysis in Global Context: Capital expenditure (DCF & Non DCF techniques), Cost of project and means of financing, Project life cycle costing, Estimation of cash flows, Preparation of detailed financial projections, Planning capital structure, Project cost reduction method (Value engineering, TQM, Standardization, Project inventory, Sub-contracting, Judicious time management). **[11]**

Social Cost Benefit Analysis: Rationale for social cost benefit analysis, Methodology of SCBA, L&M approach and UNIDO approach, Measurement of the impact on distribution, SCBA in India. **[5]**

Text:

1. Prasanna Chandra, Projects: Preparation, appraisal, budgeting and implementation Tata McGraw Hill Publishing company Ltd., New Delhi.

References:

1. Jyotsna Bapat, Development Projects and critical theory of Environment, sage Publication, New Delhi.
2. John M. Nicholas, Project Management for Business and technology: Principles and Practice, Pearson Prentice Hall, New Delhi.
3. David I. Cleland, Project Management: Strategic Design and implementation, McGraw Hill Inc.
4. Gopalakrishnan. P. And V.E.Ramamurthy, Text Book of Project Management, Macmillan India Ltd

BUSINESS SIMULATION

GM 663 **1-0-2-3**

Introduction: Goals & Objectives, Review of Excel formulas, Planning template version 1, Sales & production. **[6]**

Review of Management Report: Fundamental laws of planning, Production capacity planning, Resources to meet demand. **[6]**

Management Alternatives to Meet Demand: Use "Actual Demand" in period 1 plus overtime, Enter and review results, Choosing best combination of alternatives, Demand forecasting. **[6]**

Developing an Integrated Planning Model: Model for the coming year – Sales, Production, Raw material finance, Cross linking, Analysis of the simulated company, Enter decision for period 1. **[7]**

Analysis of Results: Result analysis for period 1 to 4, Strategy paper, Regression analysis, Phase period & phase template. **[7]**

Strategic Planning: Analysis of result for period 1 to 4, Enter decisions for period 1 to 4, Paper analysis, Quiz. **[7]**

INTERNSHIP DISSERTATION

GM 673 **0-0-0-6**

Each student will submit a Report on Summer Internship. Viva Voce Examination will be held towards the end of the semester. 75% weightage is to Report shown as Class Work and 25% weightage is to Viva-voce shown as ETE.

COMPREHENSIVE PROJECT

GM 614 **3-0-0-3**

Each student will submit a Report on Comprehensive Project and Viva Voce Examination will be held towards the end of the semester. 75% weightage is to Report shown as Class Work and 25% weightage to Viva-voce shown as ETE.

LEGAL ASPECTS OF BUSINESS (For MBA Students Only)

GM 634 **3-0-0-3**

The Indian Contract Act, 1872: Contract defined, Establishing the contract - Offer and acceptance, Essentials of a valid contract, Void Agreements, Contingent contract, Performance of contracts Breach of contract and its remedies, Quasi contracts, Agency. **[7]**

The Companies Act, 1956: Major principles – Nature and types of companies, Formation - Memorandum and Articles of Association, Prospectus, Power, Duties and liabilities of directors, Winding up of companies, Corporate Governance. **[8]**

The Sale of Goods Act, 1930: Nature of contract of sale, Conditions and warranties, Transfer of ownership and delivery, Rights of unpaid seller and rights of buyer. **[5]**

Negotiable Instruments Act, 1881*:* Nature and requisites of negotiable instruments, Transfer of negotiable instruments and liability of parties, Special rules for cheque and drafts, Discharge of negotiable instruments. **[4]**

Industrial laws: An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act, Minimum Wage Act. **[5]**

Income Tax Act and VAT: Corporate Tax Planning (Basics), Right to Information Act, Value Added Tax – Concepts, Scope, Methods of VAT calculation, Practical Implications of VAT. **[5]**

Consumer Protection Act and Introduction of Cyber Laws: Consumer Protection Act – Consumer rights, Procedures for consumer grievances redressal, Types of consumer redressal forums, IT Act 2000, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act. **[5]**

Text:

1. Kumar Ravinder, Legal Aspects of Business, Third Edition (2013), Cengage Learning

References:

1. Kapoor N.D., Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
2. Pathak Akhileshwar, Legal Aspects of Business, 4th Edition, Tata McGraw Hill.
3. Goel P.K., Business Law for Managers, Bizentra Publishers, India, 2008.

STRATEGIC MANAGEMENT

GM 644 **3-0-0-3**

Basic Concepts: Definition and framework of strategy, Concept of business model, Dimensions of strategic decisions and different types of strategies, Strategic management process, Strategic business units **[4]**

Establishing Strategic Direction: Vision, Mission & Objectives**,** Elements of strategic vision, Mission and purpose, Objectives and goals. **[3]**

Strategic Analysis I: Environmental scanning, Definition of environmental scanning, Macro and micro of environment, PEST analysis, Scenario analysis **[3]**

Strategic Analysis II: Analysis & industry competition, Industry environment, The structural analysis of competition, Strategic group **[3]**

Strategic Analysis III: Analysis of company resources and competitive capabilities, Identifying firm's capabilities, SWOT analysis, and Core competence **[4]**

Strategic Choices I: Generic Strategies - The value chain analysis, Five generic competitive advantages. **[3]**

Strategic Choices II: Grand strategies long term objectives, Balance score card, Internal growth strategies and External growth strategies. **[3]**

Strategic Choice III: Strategies for competing in global market-The difference of global competition, Cross country differences, Strategic advantage of nations. **[3]**

Strategic Implementation: Organizational structure and design, Organizational culture and leadership, Management of change and communication, Restructuring and reengineering, Benchmarking **[4]**

Strategic Evaluation, Monitoring and Control: Seeking sustainable competitive advantage, Establishing strategic controls **[3]**

Corporate Governance and Social Responsibility: Concept, Scope, Integrating CSR with business strategies **[3]**

Knowledge management: Technology management, Managing innovation and creativity, Learning organization **[3]**

Text:

1. Thompson, Strickland, Gamble and Jain: Crafting and Executing Strategy – The Quest for Competitive Advantage, Nineteenth Edition, Tata McGraw-Hill, New Delhi

References:

1. David: Strategic Management – Concepts and Cases, Thirteenth Edition, PHI
2. Wheelen and Hunger: Concepts in Strategic Management and Business Policy, Thirteenth Edition, Pearson Education.
3. Macmillan and Tampoe: Strategic Management, First Edition, Oxford University Press.

MANAGEMENT OF CHANGE & INNOVATION

GM 674 **3-0-0-3**

Introduction: Leading Change – Why transformation efforts fails **[3]**

Organization Excellence: What is Organizational Excellence and how to achieve it?; Role of external environment; Strategic failure in Organizations. **[4]**

Strategy Formulation and Organizational Change: Strategy Process in Organizations; Organizational Models and Metaphors; Strategic Change and Renewal; Setting the direction of change; Innovation and Change. **[4]**

Organizational Innovation: Sources of Innovation; Models of Innovation; Product and Process Innovation; Innovation Strategy; Value Innovation - Heart of Blue Ocean Strategies; Technological Innovation; Build Innovative Culture - Motivation, Performance, Reward Systems. **[6]**

Creativity: Critical Thinking; Lateral Thinking; Design Thinking; Innovative Problem Solving; Brainstorming Methodology. **[3]**

Organizational Diagnosis & Change Process: Diagnostic Models; Resistance and Change in Organizations; Mapping strengths and opportunities. **[3]**

Changing Individuals: Individual Diagnosis; Behavior Modeling; Changing Individual Habits **[2]**

Designing Change: Individual Employee-Focused Interventions; Designing Effective Interventions; Managing Change; Evaluating change programs. **[3]**

Business Process Interventions: Business Process Modeling; Process Metrics; Business Activity Monitoring; Value-adding versus Value-preserving Activities. **[2]**

Comprehensive Interventions: Strategic Change Initiatives; Sustainable Change. **[3]**

Harvard Simulation on Change Management: Influence without Authority; Leading and Managing Change. **[3]**

Project Presentations **[2]**

Plenary Discussion: What is your Management Model? **[1]**

Text:

1. Cummings, Thomas G. and Worley, Christopher G. (2012) Theory of Organization Development and Change. 9th Edition. Delhi: Cengage Learning.

References:

1. Ramanarayan, S. and Rao, T. V. (2012) Organization Development: Accelerating Learning and Transformation. Sage Publications, New Delhi.
2. Schilling, M. (2013). Strategic management of technological innovation (4th ed.). McGraw-Hill Irwin.
3. Harmon, Paul. (2014) Business Process Change: A Business Process Management Guide for Managers and Process Professionals. Waltham, MA: Morgan Kaufmann (Elsevier Imprint).

Course Code: GM 684 [For MBA (Tech.) Students only]
Industrial Analysis
Credit: 3

Objectives:

1. To determine the opportunities and threats that exist for firms within a competitive environment analysis of an industry based on Porter's (1980) framework.
2. Determine the relative strengths of each of the five forces.

Each student will submit a Report on Industry Analysis and Viva Voce Examination will be held towards the end of the semester. 75% weightage is to Report shown as Class Work and 25% weightage to Viva-voce shown as ETE.

CORPORATE FINANCE

FM 603 **3-0-0-3**

Introduction to Corporate Finance: Corporate finance and financial manager, Objective of corporate finance, Understand role of corporate governance in corporate finance. **[5]**

Valuation of future cash flows: Present value & opportunity cost of capital, Discounted cash flow valuation, Interest rates & bond valuation, Stock valuation. **[7]**

Financial analysis & planning: Financial statement ,taxes & cash flow, Working with financial statements and their analysis. **[6]**

Cost of capital & long-term financial policy: Cost of capital, An overview of corporate financing, Financial leverages & capital structure policy, Dividends & dividend policy, Debt financing & leasing. **[9]**

Capital Budgeting: NPV & other investment criterion, Practical problems in capital budgeting, Capital investment decisions, Project analysis & evaluation. **[6]**

Risk & Return: Risk, return & opportunity cost of capital, Risk-return & security market line, Financing decisions & market efficiency Options. **[6]**

Text:

1. Ross, Westerfeld and Jordan. Fundamentals of Corporate Finance, Sixth Edition, McGraw-Hill.

References:

1. Brealey and Myers, Principles of Corporate Finance, Sixth Edition, McGraw-Hill.
2. Ross, Westerfield and Jaffe, Corporate Finance, Ninth Edition, McGraw-Hill.
3. Damodran, 2007, Corporate Finance: Theory & Practice, 2nd Edition, John Wiley & Sons.

FINANCIAL MARKETS AND INSTITUTIONS

FM 693 **3-0-0-3**

Financial Markets Participants and Instruments: Financial institutions, Financial services, Financial markets, Classification of financial markets, Financial instruments **[3]**

Money Market: General characteristics of money market, Objectives of money market, Money market instruments, Recent money market initiatives **[5]**

Primary Market Organization: Role as intermediaries, Activities **[3]**

Secondary Market: Organization of secondary market, Trading **[3]**

Financial Institutions in India - An Overview: Development banks, Investment institutions, Venture capital funds, NBFC'S, Commercial bank, Regulatory authorities **[3]**

Commercial Banks: Classification & evolution, Functions and characteristics, Recent trends. **[4]**

Development Banking: Feature, Appraisal of term loans proposals, Cost of the project, Means of financing, Evolution of IDBI, ICICI, IFCI as development banks **[4]**

Mutual Funds in India: Registration, Asset management of company, Benefits of mutual fund, Types of schemes, Recent trends in mutual fund **[4]**

Insurance Companies: Insurance Regulatory & Development Authority (IDRA), LIC & GIC, Recent trends in insurance sector **[3]**

Reserve Bank of India: Constitution and management, Central banking function, Level, Maturity and structure of interest rate, Term structure of interest rates, Financial repression and interest rates, The Yield –curve **[4]**

Foreign Capital: Foreign capital as a source of finance, Place of foreign capital in the overall framework of Indian financial system, Regulatory framework and NRI investments **[3]**

Text:

1. L.M. Bhole. Financial Institutions and Markets, Tata McGraw Hill

References:

1. H.R. Machiraju. Indian Financial System, Vikas Publishing House
2. M.Y. Khan. Indian Financial System, Tata McGraw Hill
3. Khan M.Y. (2001), Financial Services, Tata McGraw Hill
4. Clifford Gomez, Financial markets, Institutions and Financial Services, PHI
5. Jeff Madura, Financial Markets and Institutions, Cengage Learning.
6. Bharati V. Pathak. The Indian Financial system, Third Edition, Pearson Edn.

ADVANCED FINANCIAL MANAGEMENT

FM 604 **3-0-0-3**

Introduction to Derivatives: Derivatives, Types of derivatives, Derivative Markets and Derivatives in India and Regulatory Framework of Trading. **[4]**

Futures and Forwards: The Theory of futures trading, Financial Futures: Nature and Scope, Structure of futures market and forward pricing, Hedging strategies, Principles of forward pricing, Regulatory framework of futures and derivatives trading. **[8]**

Options: Structure of options market, Principles of option pricing, Option pricing models: the binomial model and the Black-Scholes model, Basic option strategies. **[9]**

Market Structure and other derivatives: Swaps, Forward Rate Agreements, Swap-options, Commodity linked Loans, Interest Rate Derivatives, Credit Derivatives, Equity linked bonds and notes, Complex and Synthetic derivatives and management of derivative exposure. **[10]**

Merger, Acquisition, and Restructuring: Value based Management, Merger and Market for Corporate Control, Corporate Restructuring, Theories of Mergers, Sell-Offs, and divestitures, and Regulations. **[8]**

Text:

1. Hull, John C. (2010). Options, futures & other derivatives, Pearson, Delhi.

References:

1. Prasanna C. (2010). Financial Management-Theory & practices, TMH, Delhi.
2. Gupta. J, CA-Final, Taxman's, publication.
3. NSE Paper Module, Derivatives Market.
4. Somanathan, T.V, Derivatives, Tata Mc Graw- Hill, New Delhi.
5. Weston J.F, Chung K.S, and Hoag S.E. (2000). Mergers, Restructuring & Corporate Control, PHI, Delhi.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

FM 694 **3-0-0-3**

Investment Environment: Investment objective & risk, Securities and securities markets-Stock markets in India and their operations, Financial system and macro aspects of saving and investment, New issue markets & problems, Reform and state of capital markets and SEBI and Regulation of trading **[9]**

Security Analysis: Fundamental analysis, Technical analysis & Efficient market theory **[8]**

Portfolio Analysis & Management: Portfolio analysis- Risk and return, Portfolio choices – utility theory and indifference, Markowitz portfolio selection model, Sharpe the single index model, CAPM, Factor models and arbitrage pricing model, Portfolio investment process and Investment timings & portfolio performance evaluation **[14]**

Investment Outlets Valuation of Securities: Bond valuation and bond portfolio management strategies, Equity valuation and valuation of rights warrants and convertibles **[8]**

Text:

1. Chandra Prasanna Investment analysis and portfolio management- TMH

References:

1. Boodie Kane, Marcus and Mohanty Investments, Tata McGraw Hill- 8th Ed
2. Bhalla,V.K., Chand S., Investment management-10th edition
3. Jorden and Fischer, Security analysis and portfolio management
4. Avadhani .V.A., Securities Analysis and Portfolio Management-HPH, 3rd Ed

CONSUMER BEHAVIOUR

MK 603 **3-0-0-3**

Introduction to consumer behavior: Nature and scope, Segmentation, Application of consumer behavior in marketing. **[4]**

Consumer research- methods: Survey, Focus groups, Personal interviews, Projective techniques **[4]**

Individual determinants: Consumer needs and motivation, Theories of personality and their implication for consumer Behavior, Consumer perception and attitude, Theories of learning and communication. **[7]**

Consumers in their social and cultural settings: Group dynamics, Reference groups and consumer behavior**,** Influence of family and social class, Influence of cultural and cross-cultural aspects. **[9]**

Motivation: Needs, Dynamic characteristics of motivation, Consumer imagery and perceived risk, Hard core behavioral perspective, Social learning perspective, Cognitive approach, Biological approach, Rational expectations, Psychoanalytical perspective, Maslow's hierarchy of needs, Properties of motivation, Three main types of conflicts, Attitudes-definition, Beliefs- effect on behavioral intention, Attitude changing strategies - Elaboration Likelihood model and celebrity endorsements. **[6]**

Consumer decision processes: Problem recognition, Search and evaluation, Purchasing processes and post purchase behavior, Opinion leadership and its dynamics. **[3]**

Modeling consumer behavior: Economic model, Psychoanalytical model, Sociological model, Howard Seth model, Nicosia model, Engel Blackwell model, VALS2, Recent development in modeling buyer behavior, Organizational buying behavior. **[3]**

Consumption and post purchase behaviour: Consumer satisfaction concept, Cognitive dissonance, consumer delight, Consumer Value: Delivery Strategies, Competitive advantage through customer value Information–determination process, Measuring customer satisfaction **[2]**

Review & Recapitulation **[1]**

Text:

1. Schiffman & Kanuk. *Consumer Behavio*r Ninth edition, Pearson education Inc.2007

Reference:

1. Roger Dale Blackwell, Paul W. Miniard, James F. Engel. *Consumer Behavior* Edition 10 Publisher Thomson South-Western, 2006
2. David.L. Loudon & Albert J, Della Bitta. *Consumer Behaviour* 4th edition 2002

ADVERTISING AND SALES PROMOTION

MK 693 **3-0-0-3**

Fundamentals of Advertising: Concept of integrated marketing communications, Meaning, Scope, Objectives, Role of advertising in the marketing strategy of a firm, Advertising budget , Legal and ethical issues. **[8]**

Advertising Agencies: Organization and functions of an advertising agency, Types of advertising agencies, Agency compensation, Client-agency relationship. **[4]**

Advertising Campaign: Media planning, Types of media, Media selection, Media scheduling. **[7]**

Creative strategy: Creative functions, Creative themes and appeals , Development of advertising campaign , Evaluation of advertising effect. **[9]**

Introduction to Sales Promotion: Sales promotion and its objectives, Consumer sales promotion techniques, Dealer and Sales force promotion techniques. **[6]**

Sales Promotion Campaign: Campaign Designing, Evaluation of campaign effectiveness, Emerging trends and New promotion tools. **[5]**

Text:

1. Batra Rajeev, Myers G. John, Aakar A. David. Advertising Management, 2009, PHI, Fifth edition.

References:

1. Lane,King & Rusell.. Kleppner's advertising Procedure, Pearson education 16 th edition
2. Jethwaney & Jain. Advertising Management, 2006, Oxford University Press.
3. Shah & D'Souza. Advertising and Promotions an IMC Perspective, Tata McGraw Hill 2009
4. ChunawallaA.S, Sethia C.K. Foundation of Advertising Management, seventh edition 2011, Himalayan Pub.-ND
5. Mohan Manendra. Advertising Management Concepts and Cases, 2008, Tata McGraw-ND.
6. Shimp, Advertising and Promotion – An IMC Approach, Cengage Learning. 2008

PRODUCT AND BRAND MANAGEMENT

MK 623 **3-0-0-3**

Product Management: What is a Product, Types of Products, Product Line and Product Mix, Product Personality. **[3]**

Product Development: Factors influencing design of the product, Changes affecting product management, Developing Product Strategy, Setting objectives & alternatives, Product strategy over the lifecycle, Customer analysis, Competitor analysis, Design of manufacture. **[5]**

New product development stages, Product Differentiation and Positioning strategies. **[3]**

Brand Management: What is a Brand, Brand Names, Brand Elements. **[3]**

Brand Development: Extension, Rejuvenation & Re-launch, Product Vs Brands, Goods and services, Retailer and distributors, People and organization, Brand challenges and opportunities, The brand equity concept, Identity and image. **[5]**

Brand Leveraging & Brand Performance: Establishing a brand equity management system, Measuring sources of brand equity and consumer mindset, Co-branding, Celebrity endorsement. **[5]**

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. **[6]**

Designing & Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. **[8]**

Review & Recapitulation **[1]**

Text:

1. Lehmann & Winer. Product Management, TMGH 4th edition

References:

1. Mathur.U.C. Product & Brand Management, Excel Books
2. Kapferer. Strategic Brand Management, Kogan Page 4th edition.
3. Kevin Lane Keller. Strategic Brand Management, Pearson Education 3rd edition

CUSTOMER RELATIONSHIP MANAGEMENT

MK 633 **3-0-0-3**

Understanding relationships: What is a relationship?, Relationship quality, Why companies want or do not want relationships with customers, Why companies want or do not want relationships with customers, Why companies want or do not want relationships with Suppliers, Customer satisfaction – Loyalty – business performance linkage, satisfaction – Profit Chain, relationship management theories. **[3]**

Introduction to CRM: Introduction,Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, Misunderstanding about CRM, Managing Customer Relationships, Defining your CRM Process, commercial & not for profit context of CRM, Models of CRM. **[7]**

Managing the customer Life cycle: Customer acquisition, Customer development and retention, Customer Relationship Management –Measurement, Qualitative Measurement Methods, Quantitative Measurement Methods, Calculating Relationship Indices. **[6]**

Customer Relationship Survey Design: Statistical Analysis of Customer Survey, Using Customer Relationship Survey Results. **[6]**

CRM Mechanics: Enablers- Customer related databases, Developing database, Technical & hardware options for database, Maintaining the database, Desirable database attributes, Data integration, Data warehousing, Data marts, data access & interrogation, Data mining & privacy issues. **[5]**

Customer Portfolio Management: What is a portfolio?, Who is a customer?, Basic disciplines for CPM, Market segmentation, Sales forecasting, Activity based costing, customer life time value estimation, CPM in B2B context, Seven core CRM strategies, Strategically significant customers, Customer Partnerships, Internal Partnerships, Supplier Partnerships, External partnerships **[5]**

CRM & Customer Experience Management: Experiential Marketing strategies & Tactics, Role of CRM in experiential marketing, The Technological Revolution, Relationship Management. **[3]**

Organizational issues for CRM: Changing Corporate Cultures managing networks for CRM. Organizational roles & CRM, Strategic goals of CRM, Conventional customer management structures, person to person contacts, Key account management, Team selling, internal marketing, empowerment & employee relationship management, Critical Success Factors for CRM & DW and Implementing CRM **[3]**

Review & Recapitulation **[1]**

Text:

1. John Egan. "Relationship Marketing, Exploring Relational Strategies in Marketing", Prentice Hall.

References:

1. John Anton. "Customer Relationship Management", Prentice Hall
2. V. Kumar and Werner J. Reinhartz (2012), Customer Relationship Management:Concept, strategy strategy, and Tools, 2nd ed. New York, NY: Springer.
3. Ronald S. Swift. Accelerating Customer Relationships, Upper Saddle River, N.J.: Prentice Hall PTR, 2001.

MARKETING OF SERVICES

MK 604 **3-0-0-3**

Conceptual framework: Characteristics of services, Classification of services, Service marketing triangle, Challenges in service marketing. **[9]**

Service product development: Integrated gaps model, People, process & physical evidence, Service product development. **[10]**

Service Quality: The concept of service quality, Consumer behavior – Expectation & Perception, Building customer relationship, Service failure and recovery, Managing Demand and Supply through capacity planning and segmentation, Internal marketing of Services, External versus Internal orientation of service strategy. **[10]**

Delivering Service and managing service promises: Employees' role in service delivery, Customers' role in service delivery, Integrated services marketing communications, Types of Financial Services Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service - Public Utility Services - Educational Services. **[9]**

Recapitulation & review **[1]**

Text:

1. Lovelock Christopher. Service Marketing of People Technology Strategy, 2003, Pearson education-ND.

References:

1. Shankar Ravi. Service Marketing the Indian Perspective, 2002, Excel books –ND.
2. Kotler Philip, Bowen John, Makens James. Marketing for Hospitality and Tourism, 2003, Pearson Education-ND.
3. Woodruff Helen. Service Marketing, 1999, Macmillan India Ltd. –ND.
4. K. Hoffman, Bateson.J. Services Marketing: Concepts, Strategies & Cases, Cengage Learning, fourth edition, 2010.
5. S.M. Jha. Services Marketing, New Delhi Himalaya Publishing House.
6. Zeithaml A. Valarie. Service Marketing –Integrating Customer Focus Across the firm, 2000, Tata McGraw-ND.

SALES AND DISTRIBUTION MANAGEMENT

MK 694 **3-0-0-3**

Introduction to Sales Management: Objectives of sales management , The sales mix, Formulating personal selling strategies, Determination of sales potential and sales forecast **[7]**

The Sales Department: Organization of sales department, Determining the kind of sales personnel, Size of sales force, Evaluation of sales department **[5]**

Sales Force Management: Job analysis, Sales Training, Motivating the sales personnel, Compensating the sales personnel **[5]**

Controlling the Sale Effort: Administering the sales budget, Sales quota, Sales territory management, Sales control and cost analysis **[6]**

Distribution System: Distribution channels, Decision variables, Role of intermediaries, Channel management, Channel negotiation, Channel conflict , Motivation and evaluation, Indian distribution system **[7]**

Distribution Management: Supply Chain Management, Logistics for physical distribution, Transportation, Warehousing, Inventory management, Recent trends in whole selling and retailing. **[9]**

Text:

1. Panda T.K & Sahadev S. Sales and Distribution Management, 2/e, Oxford University Press. 2011

References:

1. Hair F. Joseph, Anderson E. Rolph, Mehta Rajiv, Barry J Babin. Sales Management, 2009, Cenange Learning.
2. Stern, W. Louis, Adel I.E., Coughlan T. Anne. Marketing Channels, 2001, PHI-ND.
3. Havaldar K & Cavale V. Sales and Distribution Management, Tata McGraw-ND. 2006.
4. Churchill, Ford, Walker, Johnston, Tanner. Sales Force Management, 2000, TMH.
5. Gupta S.L. Sales & Distribution Management, 2000, Excel Books-ND.
6. Still R. Richard, Cundiff W. Edward, Norman A.P., Sales Management, Decisions Strategies and Cases, 2001, PHI-ND.

RURAL MARKETING

MK 624 **3-0-0-3**

Rural marketing Features: Significance, Scope and Limitations **[8]**

Researching Rural Markets **[4]**

Segmentation in rural marketing: Classification of products and services in Rural marketing. **[4]**

Marketing Mix for rural products **[4]**

Innovative Distribution Channels like ITC E-choupal, Godrej Adhar, HUL Shakti **[4]**

Marketing communications for rural consumers **[6]**

Challenges in Transportation and Logistics **[7]**

Recapitulation & Review **[2]**

Text:

1. Pradeep kashyap. Rural Marketing, Pearson Education 2nd edition 2012

Reference:

1. Singh .S., Rural Marketing, Vikas Publishing.
2. Guhman and Dogra. Rural Marketing concepts and Practices, Tata McGraw Hill 2007

B2B MARKETING

MK 634 **3-0-0-3**

Nature, Scope and Challenges of Business Marketing: Differences between B2B Marketing and B 2 C Marketing, Challenges of B2B Marketing, Business Market Processes, Working Relationships and Business Networks. **[2]**

Business Customer's Buying Process and Behavior: Understanding Purchasing Orientation, The Concept of Buying Centre, Modeling Business Customer's Buying Behavior, Understanding the Buying Process, Evaluation of supplier Performance. **[3]**

Segmentation of business market: Identification of Relevant Bases of B2B Markets, Approaches to segmenting B2B, Segmenting B2B Customers in Mature Market, Cost-Benefit Analysis of segmentation decisions **[4]**

High-tech Industrial product development and marketing: The growth of New-to-the World Technologies, Technology Forecasting, Technology Appraisal, Managing Technological Risk, Critical Issues Facing High – Tech Markets, The Future of Technology Commercialization. **[5]**

Managing Mature Industrial Products: Concepts of Market life Cycle, Key Concepts of Commoditization, Flexible Market Offerings **[3]**

Pricing of Industrial Products: Relevant Cost for Pricing of Industrial Products, Factors Determining Industrial Buyer's Price – Sensitivity, Perceived Value Pricing model for Industrial Products, Competitive Bidding, Price Negotiations, Pricing OEM Manufacturer's Product, Lease Pricing, The Future: Pricing and the World Wide Web. **[4]**

Business – to – Business Distribution: Distinctive Aspects of Business – to –Business Channels, Business Customer's Channel Function Requirements, Types of Intermediaries in Business – to –Business Distribution, Multiple Channels, Hybrid Channels and Adaptive Channels. **[4]**

Logistics of Industrial Products: Special Role of Logistics in Industrial Products Distribution, Warehousing Decisions, Transportation Decisions, Inventory Decisions, Handling and Storage Decisions. **[4]**

Business to Business Communication: Communication Channels for Industrial Marketer, Trade shows, Managing Industrial Advertising Effort. **[2]**

Personal Selling of Industrial Products: Role of Personal Selling in B2B Markets, Team Selling for Complex Industrial Products, Consultative Selling for Complex Industrial Products, Key Account Management in B2B Market. **[5]**

Customer Service for Industrial Products: Elements of Customer service for Industrial Products, Establishing Customer Service Strategy, Customer Service and Internal Marketing, Improving Customer service by Digitization of Business **[2]**

Review & Recapitulation **[1]**

Text:

1. Reeder Robert, R., Brierty Edward G., Reeder Beldy. Industrial Marketing Analysis, Planning & Control, Prentice Hall.

Reference:

1. Dwyer & Tanner. Business Marketing. The McGraw-Hill Companies.

NEGOTIATION AND CONFLICT MANAGEMENT

HR 603 **3-0-0-3**

Introduction: Nature of Negotiation and Conflicts, Dynamics of Negotiation and Conflict management. **[4]**

Conflict Management: Levels of conflict, Sources of conflict. **[4]**

Managing Conflict: Managing interpersonal conflict; Managing team and organizational conflict; Conflict resolution process. **[5]**

Negotiation: Types of negotiation-Distributive, Integrative, Attitudinal structuring and Intra-organizational negotiation; Negotiation process-Preparation, Developing and choosing a strategy, Opening moves, Bargaining and problem solving and Closure and implementation. **[6]**

Two Party Distributive (Win-Lose) Negotiations : Introducing complexities, Fundamental strategies and complexities. **[5]**

Two Party Integrative (Win-Win) Negotiations: Key features of Integrative negotiation process, Facilitating factors for successful Integrative negotiation, Template design, Evaluation and analysis. **[5]**

Many Party Negotiations: Group decisions, Consensus, Coalitions and Voting. **[5]**

Behavior of Successful Negotiator: Measuring your progress. **[2]**

Negotiation Styles: Measuring your style with countering measures. **[2]**

Action Plan **[1]**

Text :

1. Rout Eirene Leela and Omiko Nelson. Corporate Conflict Management, Prentice Hall of India Private Limited, New Delhi.

References:

1. Lewicki Roy J, Saunders David M and Barry Bruce. Negotiation, Fifth Edition, Tata McGraw-Hill.
2. Corvette Barbara A Budjac, Conflict Management, Pearson Education.

INDUSTRIAL LABOUR AND MANAGEMENT RELATIONS

HR 693 **3-0-0-3**

Theoretical Framework of IR: Concepts and aspects of TR, Industrial Relation in pre and post independent period, Approaches to IR's, Factors of good IR, Industrial Relation in a comparative framework. **[5]**

Trade Unionism: Role of trade unions, Trade union in India, National level federations, Goals and objectives of unions and union leadership, Weaknesses in trade unions, Types of trade unions, Theories of trade unionism, Cross cultural aspects of union management relations, Trade Union Act 1926 - An overview, Union recognition, De -unionization strategies. **[6]**

Industrial Dispute and Settlement Machineries in India: Meaning and causes of Industrial Dispute, Statutory and non –statutory methods of industrial dispute resolution, Conciliation, mediation, arbitration and adjudication etc. Collective bargaining- Features - Pre-requisite of Collective Bargaining- Negotiation skills, Industrial conflict resolution, Provisions related to Strikes, Lockout, Layoff, Retrenchment, Closure etc under Industrial Dispute Act, 1947. **[8]**

Industrial Democracy: Concept and scope of industrial democracy, Worker's participation, Objectives for successful participation, Strategy, Practices, Behavioural science contribution and models, Rationale for participation, Issues in participation, Strategies for making participation work and making participation more effective. **[8]**

Managing Industrial Relations: Regulatory mechanisms, Employee discipline, Suspension, Dismissal and Retrenchment, Employee grievance handling, Labour Welfare - Rationale need and requirements, Social security measures in India. **[8]**

Emerging Trends: International experiences, Future role of IR and emerging trends with the help of case studies. **[4]**

Text:

1. C.S.Venkata Ratnam. Industrial Relations, Oxford University Press.

References:

1. Sinha S.S, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education.
2. C. B. Memoria, Satish Mamoria and S. V. Gankar, Dynamics of Industiral Relations, Himalaya Publishing House, Mumbai
3. Aswathappa, K., Human Resource and Personnel Management, Tata McGrawHill New Delhi.
4. Singh B D, Industrial Relations and Labour Laws, Excel Books.

ORGANIZATION DEVELOPMENT

HR 683 **3-0-0-3**

Introduction to OD: Definition, Evolution of OD, Laboratory training background, Action research and survey feedback background, Participative management background, Productivity and quality of work background **[5]**

Nature of Planned Change: Theories of planned change, General model of planned change and different types of planned change, Action Research process in OD. **[7]**

The OD Process: Diagnosing organizations, Diagnosing groups and jobs, Collecting and analysing diagnostic information, Feedback diagnostic information. **[6]**

Human Process Interventions: Interpersonal and Group Process Approaches groups, Process consultations, Third party interventions and Team building **[6]**

Techno Structural Interventions: Restructuring organisation, Employee involvement, Work design **[4]**

Human Resource Management Interventions: Performance management, Developing and assisting members **[4]**

Strategic Interventions: Organisation and environment relationships, Organisation transformation **[4]**

Special Applications of OD: OD in Global Setting, OD in non-industrial setting, and Future directions in OD. **[3]**

Text:

1. Cummins and Worley, Organisation Development, Pearson Education

2**References:**

1. Bhattacharya Dipak Kumar, Organizational Change and Development, OUP.
2. French, Wendell R.,Organisation Development, Tata McGraw Hill.
3. Krishnamacharyulu CSK and Ramkrishnan Lalitha, Organization Development, PHI, 2014.

COMPENSATION SYSTEMS

HR 604 **3-0-0-3**

Basics of Compensation System: Concept of compensation, Objectives of Compensation System, Intrinsic and Extrinsic Compensation, Strategic Compensation, Strategic Vs. Tactical Compensation Decision. **[4]**

Components of Compensation I: Core compensation: Base pay, Cost- of – living adjustment, Bonus, Seniority pay, Merit pay/ Performance linked reward system, Incentive pay/ VPLP, Pay- for knowledge and/ or Skill based pay. **[6]**

Components of Compensation II: Fringe compensation: Employee benefits - Benefit policies, Pension schemes, Personal security, Financial assistance and Personal needs, Intangible benefits and other benefits, Flexible benefits- Company cars, Holidays, Pensions, Insurance etc. **[5]**

Contextual Influences on Compensation Practice: Prevailing wage laws, Labor unions as contextual influences, Inter industry, Wage differentials/ Compensation differentials. **[4]**

Job Evaluation: Concept of job evaluation, Various kinds of job evaluation plans. **[3]**

Surveying Market pay and Compensation Practices: Need and purpose of the survey, Designing a Survey, Type of Survey: Custom developed surveys and published compensation data surveys. **[4]**

Designing Compensation Structure: Compensation designing process - Define a pay grade and develop a pay structure, Base pay and other compensation components for a team, Pay structure variations- broad banding and two- tier base plan. **[5]**

International Compensation: International compensation programs, Expatriates Components of international programs, Main components - Setting expatriates base pay and Incentive compensation. **[4]**

New Approaches: Variable performance linked pay (VPLP), Employee stock option plan, EVA, Cafeteria style of compensation. **[4]**

Text:

1. Bhattacharyya DK. (2009). Compensation Management, Oxford University Press India.

References:

1. Martocchio Joseph J. Strategic Compensation, Third Edition, Pearson Education.
2. Milkovich George T and Newman Jerry M. Compensation, Eighth Edition, Tata McGraw Hill.
3. SS Upadhyay (2009). Compensation Management: Rewarding Performance, Global India Publications.

HUMAN RESOURCE DEVELOPMENT SYSTEMS

HR 694 **3-0-0-3**

Concept of HRD: Definition, Goals of HRD, HRD at the micro and macro level, HRD as a totals System. **[5]**

Developing the Person: Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. **[6]**

Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, Counseling methods and process, Mentoring- its process. **[8]**

Training and Development: Training Needs Assessment, Designing and evaluating a training program, Management development - Definition, Management Development and Organizational Goals, Trends in management education. **[5]**

Career Management & Development: Definition, Models, Issues affecting career management. **[4]**

Organization Development and Change: Definition, Theories & concepts in OD, Roles & Strategies. **[3]**

HRD Audit: Concept of HRD audit, Methodology of audit &HRD audit failures. **[4]**

HRD & Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies & Cross-Cultural training **[4]**

Text:

1. Werner, J. & DeSimone, R. (2012). Human resource development (6th ed.). Mason, OH: South-Western Cengage Learning.

References:

1. Rao TV (2003). Readings in HRD; Sage Publication India Pvt. Ltd.
2. Rao TV (2003). Human Resource Development: Experience Interventions & Strategies, Sage Publication India Pvt. Ltd.
3. Barney, J. B. & Wright, P. M. (1998). On Becoming a Strategic Partner: The Role of Human Resources in Gaining Competitive Advantage. HR Management, 37.
4. Pareek Udai and Rao TV (2003). Designing and Managing Human Resource System; Oxford and IBH Publishing Company.

LEADERSHIP AND CHANGE MANAGEMENT

HR 624 **3-0-0-3**

Basic Leadership Concepts and Issues: Leadership and its importance, Leadership behaviors and processes, Leadership styles. **[4]**

Early managerial and transactional theories of leadership, Charismatic and transformational approaches, Distributed and specialized approaches to leadership, Integrated leadership approaches. **[6]**

Traits that contribute to leadership effectiveness: Skills that contribute to leadership effectiveness. **[3]**

Task oriented behaviour: People oriented behaviours, Organisation oriented behavior. **[4]**

Leadership development and evaluation **[3]**

Understanding Change: Nature of change, Forces of change, Types of change, Models of organizational change. **[5]**

Diagnosis for Change: Models and techniques for mapping and assessing where changes are needed. **[6]**

Managing Change Through People: Relationship management, Results management and Resistance management. **[3]**

Implementing Change: Organisation development, Appreciative enquiry and Sense making approaches; Contingency and Processual approaches. **[5]**

Text:

1. Van wart, Montgomery. Leadership in Public Organizations: An Introduction, PHI.

References:

1. Howell, Jon P. and Costley, Dan L.: Understanding Behaviors for Effective Leadership, 2nd ed., PHI.
2. Harigopal K. ,Management of Organisational Change: Leveraging Transformation, 2nd Edition, Sage Publications
3. Palmer, Ian and Dunford, Richard, Management of Organisational Change, Sage Publications

DATABASE MANAGEMENT SYSTEM

SY 603 **3-0-0-3**

Basic Concept: Database and database advantages, database over conventional file system, Data base management system, database system concept and architecture, data independence **[4]**

Data Models and File Organization: Introduction of data models, hierarchical database model, network database model, relational database model, ER database model, object oriented database model, file organization **[4]**

Database Design Theory and Methodology : Normalization introduction, First, Second, Third Normal Form, Boyce/ Codd Normal Form, multivalued dependencies and fourth normal form, join dependencies and fifth normal form, Relational database design, Relational algebra, RDBMS **[5]**

E-R Model Components: Entities, Attributes, relationship, E-R Diagram & Design, Weak entities, Recursive entities, composite entities, Specialization and generalization **[3]**

Structured Query language and PL/SQL: SQL introduction, types of SQL, the table and their components, creating database structure, creating table structure, SQL integrity constraints, saving the table contents, restoring the table contents, deleting table rows, queries, advanced data management commands, more complex queries and SQL functions, PL/SQL introduction, triggers, stored procedure, PL/SQL stored function **[10]**

Transaction Management: Transaction processing concepts, Concurrency control techniques locking, timestamp, deadlock handling, Database Recovery techniques, Database security and authorization, ACID Properties **[8]**

Distributed Databases and Object Oriented Database: Design, distributed query processing, data fragmentation and replication, object oriented databases, data mining and data warehousing **[5]**

Text:

1. Leon Alexis, Leon Mathews, Database Management System, Vikas Publishing House Pvt Ltd., 2008.

References:

1. Date. C. J., An Introduction to Database Systems, Narosa Publishing House, New Delhi.
2. Elmsari and Navathe., Fundamentals of Database Systems, Addison Weseley, New York.
3. Henry F. Korth, Abraham, Database System Concepts, McGraw Hill. Inc.

SOFTWARE PROJECT MANAGEMENT

SY 613 **3-0-0-3**

Software Management Renaissance: To introduce the evolution of software management. Conventional software management Evolution of software management Improving software economics The old way and the new **[8]**

A software management process frame work: To understand the complete life-cycle with modeling Architecture of software management. Life-Cycle Phases, Artifacts of the Process, Model-Based Software Architectures, Workflow of the Process, Checkpoints of the Process **[10]**

Software management disciplines: To automate and control of process software management. Iterative Process Planning, Project Organizations and Responsibilities, Process Automation, Project control and Process Instrumentation Tailoring the process. **[10]**

Looking forward: To understand the modern and next generation software project ,Modern Project Profile, Next-Generation Software Economics, Modern Process Transition **[6]**

Case Studies and Backup Material: To study cases of different IT industries **[5]**

Text:

1. Hughes & Cotterell: Software Project Management, Fifth Edition Tata McGraw-Hill, New Delhi.

References:

1. Jalote: Software Project Management in practice, Fifth Edition, Pearson Education, New Delhi.
2. Pressman: Software engineering – A practitioner's approach, Seventh Edition, McGraw-Hill, New Delhi.
3. Stover: Microsoft Project 2010 Inside Out, First Edition, Microsoft Press.

OBJECT ORIENTED PROGRAMMING IN C++

SY 623 **3-0-0-3**

Object-Oriented Programming: Structured versus object- oriented programming, Basic concepts of object-oriented programming, Merits and demerits of object - oriented methodology. **[5]**

Beginning with C++: Variables, data types, constants, Operators, Scope resolution operator, Memory management operators, Decision and loop controls, Arrays, Strings, Functions. **[5]**

Classes and Objects: Structure versus class, Class definition, Accessing member functions within a class, Data hiding, Arrays within a class, Static data and member functions, Objects, Friend' functions and friend classes, Constant member functions, Pointers to members, Local classes, Constructors and destructor. **[7]**

I/O streams and the standard library: Header files, I/O stream library, Stream I/O for objects, I/O manipulators **[4]**

Operator Overloading: Definition, Unary operator overloading, Binary operators overloading, Overloading of new and delete operators, Manipulation of string using operators, Type conversion, Overloading with friend functions, Error and exception handling. **[8]**

Inheritance and Polymorphism: Derived and base classes, Type of inheritance, Derived class constructors and destructor, Overriding member functions, Public and private inheritance, Virtual base classes, abstract classes, this pointer, virtual functions and pure virtual functions. **[8]**

Templates: Class templates, Function templates, Overloaded function templates, Member function templates. **[2]**

Text:

1. Object Oriented Programming In Turbo C ++, Robert Lafore, Galgotia Publications Pvt Ltd

References:

1. C++ programming Black Book, Steven Holnzer, Dreamtech Press
2. Object Oriented Analysis and Design with applications, Grady Booch, Pearson Education.
3. C++ how to program, Deitel & Deitel, Pearson Education

COMPUTER NETWORKS

SY 604 **3-0-0-3**

Introduction to Computer Network: Structure of communication network, Network topologies, The Telephone Networks, Fundamentals of communication theory, Network components, LAN, WAN and MAN, Traffic control and accountability, Connection oriented & connectionless networks and Classification of communication protocol **[6]**

Layered Protocols and OSI model : Network design problems, Goal of layered protocol, OSI model, The Layer of OSI , Polling/Selection protocol **[6]**

Satellite Networks: Satellite components and Pros and Cons of Satellite Networks **[4]**

Local Area Networks: Why LAN?, Primary Attributes of a LAN,IEEE LAN Standards ,LLC and MA protocol, CSMA/CD and IEEE and Switching and routing in networks **[6]**

The X.25 Network and Supporting Protocols: Feature of X.25, X.25 relation with other Layers, Packet formats and Packet flow. The frame relay and X.25 and Digital Network **[8]**

TCP/IP: TCP/IP and Internetworking, The IP Address Structure, Major feature of IP, CP and UD Major feature of TP **[6]**

Personal Computer Networks: Growth in personal computer industries, PCN communication characteristics, Using personal computer as a server, Linking personal computer to mainframe, Personal computer and LAN and NOSs **[3]**

Text:

1. Black U., Computer Networks: Protocols and Interfaces, Prentice Hall of India.

References:

1. Tanneanbaum A. S., Computer Networks, PHI New Delhi
2. Stalling W , Computer Communication Networks, Prentice Hall of India.

SYSTEM ANALYSIS AND SIMULATION

SY 614 **3-0-0-3**

Simulation and Modeling: Introduction, system theories, component of system, system classification , system modeling, simulation models **[4]**

System Dynamics: Introduction, elements of system dynamics modeling, system behavior and casual loop diagram, steps in system dynamics modeling, principles of system dynamics modeling, exponential model, feedback model. **[10]**

Generation of Pseudo-Random Numbers and Stochastic Variates using the Computer: Review of basic probability and statistics, pseudo-random number, non uniform variates, Monte Carlo method, testing of pseudo-random number. **[10]**

Simulation : Steps of simulation process, stochastic simulation and random numbers , simulation of inventory system, simulation of queuing system, simulation of PERT network, discrete event simulation, design and evolution of simulation experiments. **[6]**

Simulation Software and Languages: Comparison of simulation packages with programming languages, Classification of simulation software, desirable software features, object oriented simulation , continues and discrete simulation languages, factors in selecting simulation language, GPSS/SLAM control statements, flow charts etc, solutions. **[4]**

Cases on Simulation: Production, finance, marketing and corporate planning. **[5]**

Text:

1. Banks. J. Carson S. Nelson. B. L., Discrete-Events System Simulation, Third Edition, Prentice Hall of India, 2007.

References:

1. Deo N., System Simulation with Digital Computers, Prentice-Hall of India.
2. Averill M. Law, W. David Kelton, Simulation Modelling and Analysis, Third Edition, Tata McGraw Hills.
3. Sharma J K, Operations Research Theory and applications, Forth Edition, Macmillan Publishers India Ltd., Delhi.

DATA WAREHOUSING AND MINING

SY 624 **3-0-0-3**

Introduction to Data Warehousing: Data warehousing defined, Data warehouse Users, Benefits of Data warehousing, Concerns in data warehousing, Features of Data warehouse, Data granularity, Meta data, Data flow from warehouse to operational systems. **[6]**

Data Warehouse Architecture: Introduction, Characteristics of data warehouse architecture, Data warehouse architecture, Data warehouse and data mart, Issues building data mart, Other data mart issues. **[4]**

Planning and Project Management: Determining the end-user requirements, Requirements analysis, Information package diagrams, Project management principles, Data warehouse readiness assessment, Planning for data warehouse, Data ware house project plan, Economic feasibility analysis, Planning for data ware house server, Selecting the operating system, Selecting the database software. **[5]**

Data warehouse Schema & Dimensional Modeling: Introduction – dimensional modeling, The star schema, The snowflake schema, Other schema, Characteristic of dimension table, Characteristics of a fact table, Updates to the dimension tables, keys in the data warehouse schema, Technology requirement. **[5]**

The ETL Process and Testing: Introduction, Data extraction, Data transformation, Data loading, Data quality, Data ware house design review, Testing. **[3]**

OLAP in the Data Warehouse: Need for OLAP, OLAP, OLAP and multidimensional analysis, OLAP functions, OLAP applications, OLAP models, OLAP tools and products, Existing OLAP tools, Data design, OLAP Platforms. **[5]**

Building a Data Warehouse: Introduction, Problem definition, Critical success factors, Requirement analysis, Planning for the data warehousing, The data ware house design stage, Building data warehouses, Backup and recovery, Operating the warehouse, Data warehouse pitfalls. **[4]**

Data Mining Basics: Introduction, Architecture of a data mining system, The knowledge discovery process, Integration of data mining with data ware house, Related areas of Data mining, data mining techniques. **[4]**

Future of Data Mining and Data Warehousing: Future of data ware housing, Trends in data warehousing, Future of data mining, Using data mining to protect privacy, trends affecting the future of data mining, Future of data visualization. **[3]**

Text:

1. Thareja Reema, Data Warehousing, Oxford University Press, 2009.

References:

1. Anahhory Sam, Murray Dennis, Data Warehousing in the Real World, Pearson Education.
2. Prabhu C.S.R., Data Warehousing, Third Edition, PHI Learning Private Limited, New Delhi.
3. Hand David, Mannila Heikki, Smyth Padhraic, Data Mining, PHI Learning Private Limited, New Delhi.

MANAGEMENT OF COMMERCIAL BANKING

BI 603 **3-0-0-3**

Overview of Banking: The concept of banking, Role of banking system in economy of a country, Functions of banks, Dimensions of banks - development banks, commercial banks, investment banks, merchant banks, Organization structure in banks (national and international), Non-Banking Finance Companies **[5]**

Environment of Banking Industry in India: Evolution of banking in India, Nationalization of banks, Liberalization and banking reforms – Recommendations of Narasimham Committee I, II and other committees, deregulation, privatization, FDI, Contemporary banking environment, The effect of computerization on banks (e-banking, net banking, mobile banking, core banking, outsourcing), universal banking, narrow banking, social banking, micro finance, Restructuring of banking industry – Mergers and acquisitions, opportunities for strengthening the banking organizations **[6]**

Regulation and Central Banking: Reserve Bank of India Act 1934, Banking Regulation Act 1949, Reserve Bank of India and its functions, Techniques of monetary control, Debt Recovery Tribunal and civil suits, Banking Ombudsman Scheme, Know Your Customer norms, International regulations **[6]**

Products and Services Provided by Banks: Transfer price mechanism, , International banking, Financial innovation and opportunities for banks (Factoring, securitization and take-out finance). **[4]**

Understanding Financial Statements of banks: Bank financial statements – income statement and balance sheet, Classification of deposits and advances, spread, tier I and tier II capital, risk adjusted assets, interest and non-interest income, Off balance sheet items, Ratio analysis - CAMEL rating model **[6]**

Management of bank funds: Basel accord 1, 2 & other prudential norms, Exposure norms. **[6]**

Risk Management framework: Banking Risks – Credit risk, market risks, interest rate risk, liquidity risk, country risks, business environment risks, operational risks, group risks, Asset liability management system, Credit risk management system, Credit rating framework – RBI guidelines, credit scoring and rating model. **[6]**

Text:

1. Management of Banking and Financial Services: Justin Paul & Padmalatha Suresh, Pearson Education.

References:

1. General Bank Management, IIBF, New Delhi: McMillan Publishers India Ltd.
2. Handbook of Banking Information, New Delhi: Skylark Publication, 2006.
3. Legal Aspects of Banking Operations, IIBF, New Delhi: McMillan Publishers India Ltd
4. Banking Products and Services, IIBF, New Delhi: McMillan Publishers India Ltd.
5. Joshi and Joshi, Managing Indian Banks: The Challenges Ahead, Second Edition, Vision Books.
6. Koch and MacDonald, Bank Management, Sixth Edition, New Delhi: Thomson Learning South Western.
7. Indian Banking System, ICFAI Board of Editors, New Delhi: McMillan Pub. India Ltd.

MANAGEMENT OF INSURANCE SERVICES

BI 613 **3-0-0-3**

Introduction to Insurance: Risk management, risk pooling and risk markets, Concept, purpose and need of insurance, Principles of insurance – Basic, economic, legal, financial and actuarial, Types of insurance, Terminologies in insurance, Essential feature of insurance contracts, Organizational structure in insurance business. **[4]**

Environment of Insurance Industry in India: Evolution of insurance in India, Institutions for insurance and reinsurance – LIC, GIC and its subsidiaries, Insurance industry after liberalisation – Deregulation, privatisation, FDI, Joint ventures, entry of banks in insurance sector, mergers and acquisition, Bancassurance and assurbanking, Competitive scenario, Challenges ahead. **[5]**

Regulation and Development of Insurance Industry: Insurance Act 1938, LIC Act 1956, GIC Act 1972, IRDA Act 1999, Insurance Regulatory and Development Authority and its functions, Initiatives taken by IRDA for development of insurance industry, Know Your Policyholder norms. **[5]**

Insurance Products and Services – Life Insurance: Needs – Life Risk Cover, Personal Financial Planning, Tax Planning, Uses in business, Other uses, Plans and Policies - Term Assurance Plans, Whole Life Plans, Endowment Plans, Combination of whole life & endowment plans, Children's Plans, Annuity Plans, Retirement plans, Riders, For the Handicapped, Miscellaneous, Group Insurance – Nature of Group Insurance, Group Gratuity Schemes, Ways of meeting Gratuity Liability, Group Superannuation Schemes, Group term assurance scheme, Group savings Linked Insurance Scheme, Other Group Schemes, Other Special Need plan – Industrial Life Insurance, Salary Saving Schemes, Additional Benefits Married Women's Property Act, Factors influencing the selection of products, Innovation and development. **[7]**

Insurance Products and Services – Non-Life Insurance: Scope, coverage, exclusions and conditions of Fire, marine, motor vehicle, personal accident, health and liability insurance, Group insurance - Insurance Medi claim Insurance, Universal Health Insurance Policy, Overseas Medical Policy, Fidelity Guarantee Insurance, Fire, Marine, Miscellaneous. **[6]**

Emerging Issues in Insurance: Micro insurance, Rural insurance**,** Social insurance, Agriculture insurance, Social responsibility issues. **[4]**

Manage Pricing and Valuation: Elements in Computation of Life Assurance Premium – Mortality, Interest, Expenses, Level Premium System, Calculation of Age, Steps involved in calculation of premium, Factors affecting prices, Valuation - Need for Valuation, Difference between Profit and Surplus, Methods of finding out liabilities, Methods of valuation, Sources of surplus, Methods of Distribution of Bonus, Calculation of Bonus. **[5]**

Understanding Financial Statements of Insurance Companies: Financial statements – balance sheet and income statement, Specific terms of insurance financial statements, Revenue account, categorization of income, expenses, assets and liabilities, Statutory disclosures stipulated by IRDA, Investment policies for insurance companies, Reinsurance and its role. **[3]**

Text:

1. Rajeda G. E., Principles of Risk Management and Insurance, Pearson Education.

References:

1. Dorfman Mark S , Risk Management and Insurance, Pearson Education
2. Insurance Products, Indian Institute of Banking and Finance, Taxmann

BANKING AND INSURANCE OPERATIONS

BI 604 **3-0-0-3**

Specific features of banking and insurance services: Characteristics of services – intangibility, simultaneous production and consumption, proximity to customer, The multi-site service life cycle, Service system design, The marketing mix - 7 P's of service marketing, Concept of service quality in services, Service management strategies. **[5]**

Managing Strategic Services: Delivering customer value and satisfaction– Moments of truth, triangle of service, customer relations, transaction marketing vs relationship marketing, customer relationship management, role of contact centres, Competitive service strategies – GAP Analysis, building a strategic planning knowledge base, creating a sustainable advantage, speed as strategy, competitive strategies, Improving competitiveness with outsourcing. **[5]**

Insurance Company Operations: Policy servicing, Rate making and pricing, Underwriting, Production, Claim Settlement, Reinsurance. **[5]**

Selling banking and insurance products: Personal selling, corporate/ institutional selling, direct selling, Basic selling skills, sales training, Knowing the types of customers, Pre-requisites of effective selling, Converting prospects to customers, Consumerism in insurance, Policy buying behavior. **[5]**

Distribution Channels in Banks and Insurance Companies: Direct and indirect channels of banking - Branch network, franchisees and agents, electronic methods, Insurance advisors, brokers and agents, functions of an agent, procedure for becoming an agent, agency commission structure, agency law, electronic methods, Banks as insurance. **[4]**

Marketing issues in Banks and Insurance Companies: Consumer and market segmentation – traditional and modern bases, Other marketing strategies – undifferentiated marketing, differentiated marketing, concentrated marketing, Brand building in banks and insurance companies, Advertising and promotion in banking and insurance industry, cyber marketing, Demand driven innovations. **[5]**

Customer Protection in Banks and Insurance Companies: Requirements of Consumer Protection Act, 1986 and Amendments 2002, IRDA's Protection of Policyholders' Interests Regulation, 2002, Grievance cell of IRDA, Banking ombudsman scheme, Insurance ombudsman scheme, Consumer disputes redressal agencies. **[4]**

Human Resource Management in Banks and Insurance Companies: Changing role of HR - effect of ICT developments, increasing importance of knowledge management officers, Employment opportunities in banking and insurance industry, manpower planning in contemporary industry environment, career planning for employees, performance drivers, Forecasting and acquisition of human resource, training and development in changing situation, self-actualization of employees, bank education, insurance education and IRDA certifications, Training bank employees for selling insurance products, Performance appraisal systems in Indian banks and insurance companies, performance management, reward management **[6]**

Text:

1. Marketing of Banking Services, CAIIB Publications.

References:

1. Koch W, Timothy, & S. Scott. "Bank Management" Thomson, New Delhi.
2. Jha, S M. "Service Marketing" Himalaya Publishing House, New Delhi.
3. Thomson King Metters, Metters, Service Operations Management.

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

BI 614 **3-0-0-3**

Investment Environment: Meaning and nature of investment: Investment avenues & alternatives, Money market, Securities available for investment-Equities, Fixed Income securities, government securities, money market instruments. Financial Markets-debt and equity markets, primary and secondary markets, stock exchanges and the over the counter markets, money market, mutual funds, International Investment avenues. **[7]**

Investing in Securities: Security analysis-fundamental analysis, technical analysis, charting, market efficiency-efficient market hypothesis. **[6]**

Investment Analysis and Management*:* Investment management function, setting investment policy, bond analysis and valuation-yield to maturity, yield to call, spot rate, forward rate, yield curves, equities valuation-dividend model, earnings model, international investment and trends in global funds flow, role of FII in Indian and NRI funds in India. **[8]**

Portfolio Management: Portfolio construction, portfolio analysis-Markowitz model, Sharpe's Single Index Model, CAPM, APT & Multi factor model, portfolio revision, portfolio performance evaluation, mutual funds as portfolio management bodies. **[10]**

Financial Risk Management *:* Risks involved in investment and hedging, managing price risk using futures, options and other derivatives, managing interest rate-forward rate agreements, interest rate swaps, exchange risk management, Analysis of Investment in Real assets. **[8]**

Text:

1. Chandra,Prasanna ,2010, Investment Analysis and Portfolio Management ,TMH, Delhi.

References:

1. Jordan and Fischer,2000, Security Analysis and Portfolio Management, PHI,Delhi.
2. Sharpe,W.F,et al. 2004, Fundamentals of Investments, PHI,Delhi.
3. Ranganatham. M, 2006, Investment Analysis and Portfolio Management, PEI.
4. NSE modules.

RETAIL BASICS

RM 603 **3-0-0-3**

The world of retailing: Introduction to retail, Economic significance of retailing, Opportunities in retailing (Management opportunities, Entrepreneurial opportunities), The retail management decision process, Trends in the retail industry, Global retailing, Value addition in retail. **[5]**

Retail models and theories: Retail formats and their significance, Theories of retail development, The concept of life cycle in retail, Business models in retail, Applied Retail Research, The retail value chain. **[7]**

Type of retailers: Categorizing retailers, Retail institutions categorized by ownership, Retailer characteristics (Type of merchandise, variety and assortment, customer services), Food retailers, General merchandise retailers, Non-store retail formats, Services retailing, Types of ownership. **[6]**

The environment of retail: Consumer buying behaviour (Buying decisions and the buying process), Consumer behaviour model, Competitor behaviour and models of retail competition, Supply chain behaviour, State of technology, Ethics and regulatory issues, Socioeconomic behaviour, Social responsibility issues. **[6]**

Retail functions and processes: Operations, Merchandising, Logistics and distribution, Marketing and communication, Customer relationship management. **[6]**

Issues in multichannel retailing: Evolution of multichannel retailing, Nontraditional retailing (Electronic retailing, vending machines, video kiosks, airport retailing), Shopping experience. **[4]**

Retail scenario in India: Traditional retail formats, Emergence of organized retailing and modern retail formats, Co-operatives and government bodies, Retailing in rural India, Challenges of retail business in India. **[3]**

A career in retail: Buying and merchandising, Marketing and sales, Store operations, Finance, Human resources, Supply chain management and logistics. **[2]**

Text:

1. Bajaj Chetan, Srivastava Nidhi , Tuli Rajnish, Retail management.

References:

1. Dunne Patrick M , Lusch Robert F, Retail Management.
2. Levy Michael and Weitz Barton A, Retailing Management.

RETAIL STRATEGY

RM 613 **3-0-0-3**

The strategic retail planning process: Components of strategic planning, Identifying and evaluating strategic opportunities, Allocating resources, Developing a retail mix and implementation, Evaluation of performance, Retail franchising. **[5]**

Retail market strategy: Target market and retail format, Understanding and identifying the customer, The retail marketing mix, Market research process, Market segmentation (STP approach), Building a sustainable competitive advantage (location, customer loyalty, HRM, distribution systems, customer service, vendor relations), Growth strategies (Market penetration, market expansion and diversification), Customer relationship management. **[8]**

Financial strategy: The merchandise budget, The strategic profit model, The profit and turnover path, Setting performance objectives, Integrating financial and marketing statements, Inventory valuation, FDI in retail in India. **[5]**

Retail locations and site selection: Factors affecting the demand for a region or area (demographic characteristics, life style, competition), Site analysis and selection (accessibility, locational advantages), Estimating demand for a new location (trade area, information sources, methods), Shopping malls, shopping centers, city or town locations, Strategic locations. **[8]**

Human resource management: Designing the organisation structure, Motivation of retail employees, Building employee commitment, Managing diversity. **[4]**

Information and supply chain management (SCM): The concept and need of SCM, Strategic advantage gained through supply chain management, Supply chain integration, Managing retail-supplier relations, Innovations in SCM, Retail logistics, The role of IT in retail, The flows of information, Applications of technology. **[6]**

Integration and control: Integration the retail strategy, Control (the retail audit). **[3]**

Text:

1. Levy Michael and Weitz Barton A, Retailing Management.

References:

1. Lucas George H, Bush Robert P and Grensham Larry G, Retailing.
2. Berman Barry and Evans Joel R, Retail management: a strategic approach - 8th ed.
3. Pradhan Swapna, Retail management: text and cases- 2nd ed.

MERCHANDISE MANAGEMENT

RM 604 **3-0-0-3**

Merchandising basics: The evolution of merchandising, Factors affecting the merchandising function, Lifestyle merchandising, Roles and responsibilities of the merchandiser. **[5]**

Planning merchandise assortments: The concept of merchandising planning, The process of merchandise planning, Category management, Sales forecasting, The assortment plan. **[8]**

Merchandising procurement systems: Sourcing decisions, Concept of the private label, Unit stock planning, Allocating merchandise to stores, Analysing merchandising performance, Connecting and negotiating with vendors, Building strategic relationships. **[10]**

Pricing: Concept and elements of retail price, Approaches for determining and setting price, Pricing strategies (market skimming, price bundling, multi-unit pricing), Price adjustments (markdowns, discounts, rebates, variable pricing), Using price to stimulate retail sales. **[6]**

Advertising and Promotion: The retail promotion mix, Promotional objectives, Planning a retail advertising campaign, Management of sales promotions and publicity **[5]**

Retail communication: The significance of retail image, Developing brands and building customer loyalty, Planning the retail communication process, Communication mix, Integrated market communications. **[5]**

Text:

1. Pradhan Swapna, Retailing Management, Mcgraw Hill.

References:

2. Levy & Weitz, Retailing Management, Tata McGraw Hill.
3. Lusch Dunne & Griffith, Retailing.

STORE MANAGEMENT

RM 614 **3-0-0-3**

Retail store operations: Key roles in a store environment, Components of retail operations (store administration, managing inventory, managing promotions), Mall management, Managing Store Performance, Credit management, Store maintenance, Technologies in Retail. **[8]**

Store layout and design: Objectives of a good store design, Store layout and space planning, Merchandising presentation techniques, Store design (storefront, interiors, lighting, acoustics), Atmospherics. **[8]**

Human resource issues: Planning for human resources, Recruitment and selection of store employees, Socializing and training issues, Managing existing employees, Evaluation of store employees, Compensation and rewarding store employees. **[5]**

Personal selling in retail: The role of personal selling, The retail selling process, Retail sales management, Sales promotion and publicity. **[5]**

Customer service: Importance of service in retail, The customer service process, Customer evaluation of service quality, The Gaps model for improving retail service quality, Service recovery, Gathering customer information, Customer relationship management. **[9]**

The virtual store: Cyberspace retailing, Retail database marketing, Managing the virtual store. **[4]**

Text:

1. Berman Barry and Evans Joel R, Retail management: a strategic approach - 8th Ed.

References:

1. Dunne Patrick M and Lusch Robert F ,Retail Management.
2. Vedamani Gibson G .,Retail management: functional principles and practices- 2nd ed
3. Pradhan Swapna ,Retail management: text and cases- 2nd ed.
4. Gilbert David ,Retail marketing management.
5. Lucas George H, Bush Robert P and Grensham Larry G, Retailing.

ENTREPRENEURSHIP THEORY AND PRACTICE

EP 603 **3-0-0-3**

Entrepreneur, Enterprise and Environment: What (Competencies) Why (Motives), Choices, Sources, Facilitators, Process and Manifestations, Lectures, Presentations. **[21]**

Entrepreneurial Nuances: The Domain, Entrepreneurial Discovery, Role of Cognition, Role of Time, Role of Trust and Corporation, Role of Feminine Dimensions, Intrapreneurship, Entrepreneurial Environment, Entrepreneurial Satisfaction, Lectures, Discussions. **[18]**

Text:

1. Piramal Gita, 1999, Business Maharajas, Penguin Books

References:

1. Ripsas Sven, 1998, Towards an Interdisciplinary Theory of Entrepreneurship, Small Business Economics, Vol. 10, No.2, pp. 103-115
2. Fiat O. James, 1996, The Informational basis of Entrepreneurial Discovery, Small Business Economics, Vol. 8, No.5, pp. 419-430
3. Baron A. Robert, 1998, Cognitive Mechanisms in Entrepreneurship: Why and When Entrepreneurs Think Differently than Other People, *Journal* of Business Venturing, Volume 13, No. 4, pp. 275-294
4. Baumal J. William, 1990, Entrepreneurship: Productive, Unproductive and Destructive,Journal *of Business Venturing*, Vol. 11, No. 1, pp. 3-22
5. Gibb Allan, 1999, Creating an Entrepreneurial Culture in Support of SMEs, Small Enterprise Development, Vol. 10, No. 4, pp. 27-38
6. Cooper C. Arnold and Arz W. Kendall, 1995, Determinants of Satisfaction for Entrepreneurs, Journal of Business Venturing, Vol. 10, No. 5, pp. 439-457
7. Jack M. Kaplan, 2004, Patterns of Entrepreneurship, John Wiley and Sons

CREATIVITY FOR ENTREPRENEURIAL EXCELLENCE

EP 613 **3-0-0-3**

Concept of Creativity: Entrepreneurship and creativity; Creativity and innovation in entrepreneurship. **[5]**

Memory & Visualization: Thinking preferences: Four quadrant model. **[5]**

Barriers to Creative Thinking: False assumptions, Habits, Attitudes, & Emotions, Negative thinking. **[6]**

Creative problem solving: Methods and techniques. **[6]**

Idea Generation: Generating ideas through teamwork, Brainstorming Methods. **[5]**

Creative Evaluation: Ranking & Evaluation of ideas. **[6]**

Innovation process: Diagnosis, Strategy and Evaluation. **[6]**

Text:

1. Lumsdaine Edward, Lumsdiane Monika: Creative Problem Solving; McGraw Hill.

Reference:

1. Mackall Dandy Daley: Problem-Solving; Viva Career Skills Library.

ENTREPRENEURIAL MOTIVATION

EP 604 **3-0-0-3**

Entrepreneurial Motivation: Entrepreneurial values, attitude and motivation - meaning and concept, developing entrepreneurial motivation, achievement motivation and organizational performance. **[9]**

Self-Awareness : What is self, self-disclosure, personal effectiveness, personality combinations, and advantages of self-exploration , personal assessment worksheet , need for achievement, goal setting and achieving. **[9]**

Entrepreneurial Competencies: Intuition, risk-taking, creativity, seizing opportunities, objectivity, attitude towards money, **P**lanning and development skills**,** Communication and influencing ability, self-efficacy, building an entrepreneurial personality, supporting entrepreneurial skills matrix (SESM). **[12]**

Leadership and Management of a Business: Teamwork and team leadership, diagnostic, analytic and critical thinking skills, problem solving, and conflict management, leadership assessment, team building exercises, leadership games etc. **[9]**

Text:

1. Hisrich, R. D. and Peters M. P., Entrepreneurship, Irwin-McGraw-Hill, 5th Edition, 2002.

Reference:

1. Desai Vasant, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, 4th Edition, 2000.

MANAGEMENT OF FAMILY BUSINESSES

EP 614 **3-0-0-3**

Concept of family business: Interaction of entrepreneurship and family business, Interlocked systems of family and business, Development cycles of the family business, Strengths and weaknesses of the family business. **[4]**

Growth impediments to family business: A case discussion. **[3]**

Evolution of culture of family business: Culture configuration of the family business, Cycle of cultural evolution in the family business. **[4]**

Business plan and Family business: Mission, Environment Scanning, Strategic plan, Assignments, Accountability, Compensation, Employee and management meetings, Scope and nature of Professionalization, Adopting to change managing with emerging technology. **[5]**

Family plan and Family business: Developing a family council, Family charter, Business participation and Exit policy, Values statement, Family policy, Improved communication techniques, Code of conduct. **[5]**

Conflict management in the family business: Major participants in the family business, Causes of conflict in the family business, Framework for conflict resolution. **[4]**

Strategic management of the family business: Role of the family in the future of the business, Business strategy includes the family; strategic response of the Indian family business. **[5]**

Succession management in the family business: Management succession crisis, Planning management succession, Management of management transition **[5]**

Corporatisation of the family business: Professional of the family, Successful ownership of the family business Intrapreneurship, Strategic alliances and franchising, Internationalisation of the family business **[4]**

References:

1. Tripathi, D.,1997, The Dynamics of the Business Family, Business Today, Vol. 6, No. 16
2. Dyer, W. G., 1986, Cultural Change in Family Firms: Anticipating and Managing Business and Family Transitions, pp. 3-56, Jossey-Bass Publishers
3. Leach, P., 1991, The Stoy Hayward Guide to the Family Business, pp. 31-81, Kogan Page
4. Ward, J. L, 1987, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, pp. 129-185, Jossey-Bass Publishers
5. Dyer, W. G., 1986, Cultural Change in Family Firms: Anticipating and Managing Business and Family Transitions, pp. 121-137, Jossey-Bass Publishers
6. Dollinger, M. J., 1999, Entrepreneurship: Strategies and Resources, pp. 317-354, Prentice-Hall

EXPORT DOCUMENTATION AND PROCEDURES

IB 603 **3-0-0-3**

Introduction to Export: Foreign Trade; Significance of Export Procedures and Documentations in international trade. **[4]**

Export Framework: Export Procedures and Documentations as trade barriers, WTO provisions with respect to Export procedures and documentations. **[4]**

Aligned Documentation System (ADS): Basic understanding and implications, Official machinery for trade procedures and documentation. **[4]**

ITC (HS) classification system: Role of ICC; INCOTERMS; nature of export / trading houses. **[4]**

Export order processing: Main export and import document, Export contract, Export price quotations, Shipping and custom clearance of export and import cargo, Central excise clearance. **[4]**

Role of forwarding agents: Cargo insurance and claim procedure, Methods of payment in international trade, Documentary collection of export bills, UCPDC guidelines. **[4]**

Realization of export proceeds: Provisions of RBI, Exchange Control manual, Pre-shipment finance, Post-shipment finance. **[4]**

Role of Exim bank: ECGC in India, Major export promotion schemes in India, ECCGS, Duty exemption scheme, DEPB Scheme. **[4]**

SIL: Facility for deemed exports, Export promoting institutions, Role of export promotion councils, Commodity boards and ITPO. **[3]**

Regulations for international trade: Major laws governing India's export import trade, Foreign trade (Development & Regulation) Act , Pre-shipment Inspection & Quality Control Act, 1963, Customs Act, 1962, Foreign Exchange Management Act, 2000. **[4]**

Text:

1. Francis, Cherunilam (2013): *International Trade & Export Management*, HPH, 18th Edition, New Delhi.

References:

1. Nabhi's Exporter's Manual and Documentation
2. Nabhi'sNew Export Import Policy & Procedures.
3. Paul, J. and Aserkar, R. (2008) Export Import Management, Oxford University Press, New Delhi, India.

WTO & INTELLECTUAL PROPERTY RIGHTS

IB 613 **3-0-0-3**

GATT and WTO: GATT and Evolution of World Trade Organization (WTO), Role of WTO in International Trade, Main Features of WTO. **[3]**

New Issues in WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, Electronic Commerce, Social Clause, Labour Standards; Implementation and Implication. **[3]**

General Introduction in the Intellectual Property Law: The Notion of Intellectual Property, Historical Background, The Main Fields of Intellectual Property. **[3]**

Industrial Property Law: Inventions, Industrial Creations Characterized by Relative Novelty (innovations), Know-How, Industrial Designs and Models, Utility Models, Plant Varieties, Geographical Indications, Trade-names, Emblems, Other Distinctive Signs; Scientific Discoveries, Neighbouring Rights. **[9]**

Intellectual Property: IPR and Economic Development, Copyright Law ("Rights of Authors"), Correlation of Intellectual Property Law with Unfair Competition, Common Features of the Intellectual Property Rights, Legal Nature of the Intellectual Property Rights. **[6]**

International Protection of Intellectual Property: The World Intellectual Property Organization (WIPO), The Agreement on Trade-Related Aspects of Intellectual Property Rights ("TRIPS"), The Paris Convention for the Protection of Industrial Property, The Patent Cooperation Treaty, The Hague Agreement Concerning the Deposit of Industrial Designs, The Berne Convention for the Protection of Literary and Artistic Works, The Rome International Convention for the Protection of Performers. **[9]**

Trademarks: The International Convention for the Protection of New Varieties of Plants, The Budapest Treaty on the International Recognition of the Deposit of Microorganisms, The Madrid Agreement Concerning the International Registration of Trademarks and the Protocol Relating to the Madrid Agreement, The Trademark Law Treaty. **[6]**

Text:

1. Rao M B, Guru Manjula (2005): WTO and international Trade, VPH, New Delhi.

References:

1. Ganguli, Prabudha (2001). IPR-unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd.
2. Ramappa, T. (2000). Intellectual property rights under WTO: Task before India, Wheeler Publishing.
3. Maskus Keith E. (2000). Intellectual Property Right in the global economy, Institute for International Economies, Washington.
4. Das Bhagirath Lal (2003). The WTO and the Multilateral Trading System: Past, present and future, Third World Network and Zen Books.
5. David Rainbridge (2003). Intellectual Property, Pearson Education.

INTERNATIONAL MARKETING

IB 604 **3-0-0-3**

Introduction: Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Scanning and monitoring global marketing environment; International marketing information system; broad structure of an international marketing plan. **[7]**

International Market: Segmentation and Positioning, Screening and selection of markets, International market entry strategies, Exporting licensing contract manufacturing, joint venture, setting-up of wholly owned subsidiaries aboard. **[6]**

International Product Planning: Major Product decisions, Product features and quality, Product design, labelling, packaging, branding and product support services, product standardization vs. adaptation, Managing product line, International trade, product life cycle, New product development. **[6]**

Pricing for International Markets: Pricing strategies, Factors affecting international price determination, Environment factors affecting international prices, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing, International dumping, Financing marketing transactions. **[6]**

International Distribution Decisions: The structure of international distribution systems, Distribution channel strategy – international distribution channels their roles and functions, Selection and management of overseas agents, Aspects of international supply chain management, International distribution logistics, Inventory management transportation, Warehousing and insurance, International direct marketing, Leveraging international distribution for competitive advantage. **[6]**

International Promotion Strategies: international promotion mix, Push and pull strategies, Communications across countries-complexities and issues; International promotion tools and planning – Advertising; personal selling; publicity and sales promotion; challenges of international advertising; global media strategy; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions. **[8]**

Text:

1. Cateora,Graham & Sawlan,International Marketing 13 th edition, Mc Graw Hill 2008.

References:

1. Keegan & Warren J, Global Marketing Management 7 th edition, Pearson Education New Delhi 2002.
2. Varshney R.L & Bhattacharya.B, International Marketing Management: An Indian Perspective,Sultan chand New Delhi 2001.
3. Czinkota & Ronkainen, International Marketing 8 th edition, Cenage Learning 2008.
4. Jain Subhash, International Marketing Management, 3 rd edition, CBS Publishers 1997.

INTERNATIONAL FINANCE MANAGEMENT

IB 614 **3-0-0-3**

Introduction: Global financial environment, International financial management-nature & scope, International monetary system , Bretton woods conference , IMF, World bank, ADB, European monetary system, International leasing, Payment in international trade, International flow of goods, services and capital. **[6]**

Financing Techniques in International Trade: Computation of foreign exchanges rates, Exchange rates quotation, Factors affecting exchange rates-spot rates, Forward exchange contracts, Foreign exchange & Currency future. **[4]**

International Capital & Money Market instruments: GDRs, ADRs, Eurobonds, Euro loans, Repos, CPs, Floating rate instruments, Domestic v/s foreign equity investments, International CAPM. **[4]**

Foreign Exchange Rate Management: Exposure & risk, Transaction exposure, Translation exposure & Economic exposure, Management of exposures, Internal techniques, Netting, Marketing, Leading & lagging, Pricing policy, Forex market risk management - Forex derivatives, Swaps, Futures, Options & Forwards contracts. **[9]**

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting , Risk evaluation, Impact on value, FDI-FII-International Bond & Equity market, Working Capital policy-Cash management-Receivable management-Inventory Management-Short term Financing decision- International cost of capital. International Banking & Money market. **[9]**

International Project: Project appraisal, International tax environment, Corporate strategy & FDI. **[7]**

Text:

1. Prakash G Apte (2010), International Financial Management, Tata Mc Graw Hill.

References:

1. Sharan Vyuptakesh, International Finance, PHI
2. O'Brien Thomas J, International finance, OUP, New Delhi
3. Click & Coval , The theory & practice of International financial Management , PHI.
4. Avadhani V.A, International finance, Theory & practices, Himalaya Publishing House.

College of Business Management, Economics & Commerce
(COBMEC)

Syllabus

Bachelor of Commerce (Honours)
(w.e.f. 2016)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

Programme: Bachelor of Commerce (Honours) [B.Com. (Hons.)]

Programme Level: **Undergraduate** Duration: **Three Years (Six Semesters)**
No. of Seats: 60

History

Affiliation with the University of Rajasthan

Bachelor of Commerce (Honours) Accountancy and Business Statistics [B.Com. (Hons.)(ABST)] was approved by the University of Rajasthan vide its Letter No. F.1/96 (Acad. II) / 2255 dated 27/10/97 for the session 1997-98. The approval was extended vide its Letter No. F.1/ (Acad. II) / 99/5582 dated 24/02/99 for the session 1998-99; vide its Letter No. F.1/ (Acad. II) / 2000/7653 dated 17/06/2000 for the session 1999-2000; vide its Letter No. F.1/ (Acad. II) / 2001/15616 dated 13/03/2001 for the session 2000-2001; vide its Letter No. F.1/ (Acad. II) / 2002/238 dated 16/03/2002 for the session 2001-2002; vide its Letter No. F.1/ (Acad. II) / 2002/15658 dated 06/08/2003 for the session 2002-2003; vide its Letter No. Fa/ (Acad. II) / 2003-04/20814-71 dated 16/03/2004 for the session 2003-2004; vide its Letter No. (Acad. II) / 04/Aff. /1802 dated 06/09/2004 for the session 2004-2005; vide its Letter No. (Acad. II) / 2005/Aff. /1925 dated 20/10/2005 for the session 2005-2006; vide its Letter No. (Acad. II) / 2006/Aff. /14785 dated 20/12/2006 for the session 2006-2007.

The first batch of MITS is proposed to be admitted in the session 2007-08. The batches admitted to 2006-07 and earlier would continue to be under University of Rajasthan till the completion of their Programme. These batches would follow the calendar and rules and regulations of the University of Rajasthan and it would examine them and award degrees.

Input Qualification:

Candidate should have passed 10 + 2 from a recognized Board with proficiency in English.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes of MITS shall be followed. Further, the Faculty proposes to adopt the following:

(I) **Grading System:** Absolute Grading System irrespective of number of students.

(II) **Minimum Credits[@] required for continuation of Registration:**

S. No.	Year	B. Com. (Hons.)
1.	First	20
2.	Second	40
3.	Third	60
4.	Fourth	80
5.	Fifth	Must Complete

[@] Excluding Proficiency credits

B. Com. (Hons.)
Three year Programme
Curriculum Structure (2016-17 onwards)
First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	EL 101	Foundation Course in English	2	-	-	2	3	25	25	50
	FA 151	Business Statistics	3	-	-	3	3	25	25	50
	FA 141	Financial Accounting	3	-	-	3	3	25	25	50
	BM 111	Business Law-I	3	-	-	3	3	25	25	50
	EM 151	Business Economics-I	3	-	-	3	3	25	25	50
	FA 171	Financial Reporting	3	-	-	3	3	25	25	50
	FA 181	Fundamentals of Financial Management	2	-	-	2	2	25	25	50
		Sub Total	**19**	-	-	**19**				
	GE 103	Proficiency (Non-Credit)#				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	FA 112	Advanced Business Statistics	3	-	-	3	3	25	25	50
	FA 152	Advanced Financial Accounting	3	-	-	3	3	25	25	50
	BM 122	Business Law-II	3	-	-	3	3	25	25	50
	EM 112	Business Economics-II	3	-	-	3	3	25	25	50
	FA 172	Financial Decision Making – I	4	-	-	4	3	25	25	50
	FA 182	Cost Management & Control	4	-	-	4	3	25	25	50
	MDC 003	Environmental Studies	3	1	-	4	3	25	25	50
		Sub Total	**23**	1	-	**24**				
	GE 104	Proficiency (Non-Credit)#				1				

B. Com. (Hons.)
Three year Programme
Curriculum Structure (2016-17 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	FA 211	Corporate Accounting	3	-	-	3	3	25	25	50
	BM 211	Company Law-I	3	-	-	3	3	25	25	50
	FA 261	Financial Decision Making – II	4	-	-	4	3	25	25	50
	FA 271	Financial Planning & Performance	4	-	-	4	3	25	25	50
	BM 121	Principles of Management	3	-	-	3	3	25	25	50
	FA 231	Income Tax-I	3	-	-	3	3	25	25	50
		Foreign Language‡	3	-	-	3	3	25	25	50
		Sub Total	**23**	-	-	**23**				
	GE 203	Proficiency (Non-Credit)#				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	FA 212	Advanced Corporate Accounting	3	-	-	3	3	25	25	50
	BM 212	Company Law-II	3	-	-	3	3	25	25	50
	EM 211	Business Environment	3	-	-	3	3	25	25	50
	EM 292	Indian Financial System	3	-	-	3	3	25	25	50
	BM 282	Principles of Marketing Management	3	-	-	3	3	25	25	50
	FA 232	Income Tax-II	3	-	-	3	3	25	25	50
		Foreign Language‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 204	Proficiency (Non-Credit)#				1				

‡ ***Refer to the Foreign Languages section***

B. Com. (Hons.)
Three year Programme
Curriculum Structure (2016-17 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	CA 111	Fundamentals of Computers & IT	3	-	-	3	3	25	25	25
	FA 161	Auditing	3	-	-	3	3	25	25	50
	BM 172	Principles of Insurance	3	-	-	3	3	25	25	50
	BM 162	Business Communication	3	-	-	3	3	25	25	50
	FA 371	Business Mathematics	3	-	-	3	3	25	25	50
	FA 341	Quantitative Techniques and Applications-I	3	-	-	3	3	25	25	50
	FA 381	Security Analysis and Portfolio Management-I	3	-	-	3	3	25	25	50
		Sub Total	**21**	**-**	**-**	**21**				
	GE 303	Proficiency (Non-Credit)#				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 324	Business Ethics & Values	3	-	-	3	3	25	25	50
	FA 314	Taxation Laws and Practice	3	-	-	3	3	25	25	50
	BM 152	Entrepreneurship Development	3	-	-	3	3	25	25	50
	BM 382	Industrial Law	3	-	-	3	3	25	25	50
	FA 342	Quantitative Techniques and Applications-II	3	-	-	3	3	25	25	50
	FA 382	Security Analysis and Portfolio Management-II	3	-	-	3	3	25	25	50
	CO 311	Dissertation**	-	-	-	6	3	25	25	50
		Sub Total	**21**	-	-	**24**		100		
	GE 306	Proficiency (Non-Credit)#				1				

Total Credits **129**

Evaluation of proficiency will be based on the participation in co- curricular/ extra curricular activities.
**Course Work (CW) would include regularity, evaluation of assignments, surprise tests, etc.*
***Evaluation of Dissertation would comprise of dissertation and Viva-voce.*

COURSE DESCRIPTION & SUGGESTED READINGS
B. Com. (Hons.)

EL 101 Foundation Course in English 2-0-0-2

Sentence Structure: Elements of a sentence (Subject, Verb, Object, Complement and Adjunct). [4]

Transformation of Sentence Structure: Degrees of adjectives, Active and Passive Voice (statement, negative, interrogative and imperative), Direct and Indirect narration (statement, negative, interrogative and imperative). [4]

Correct Usage of Language: Tenses (Present, Past and Future), Modals (can, could, will, would, shall, should, may, might, must, ought to, need) Phrasal verbs, Determiners (a, an, the, little, a little, few, a few, much, more, most). [6]

Writing Skills: Theme (Paragraph) writing, Letter (formal, informal, business letters) and application writing, report writing, résumé writing. [4]

Common Errors in Effective Communication: How to avoid common sentence–structural errors, vocabulary and pronunciation. [4]

Reading Comprehension: Efficient reading and note taking. [4]

Text Book:

1. Leech Geoffery: English Grammar for today, Longman, Delhi

References:

1. Hornby A.S.: A Guide to patterns and usage, Oxford University Press, Delhi
2. Murphy and Reynold: Essentials of English grammar, Cambridge University Press.
3. Wren & Martin: English Grammar & Composition, S.Chand & Co, Delhi
4. Quirk & Greenbaum: University English Grammar, Longman Publications
5. Sharma, R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi

FA 151 Business Statistics 3-0-0-3

Introduction: Definition, uses and limitations of statistics, Collection of primary and secondary data, Classification and tabulation of data, Graphs of frequency distribution and Curves, Measures of central tendency — mean, median and mode, Mathematical properties of arithmetic mean, Geometric and harmonic Mean [10]

Measures of Dispersion & Skewness: Absolute and Relative Measures of Dispersion, Range, Quartile deviation, Mean deviation, Standard deviation, Mathematical properties of standard deviation, Coefficient of variation, Variance, Moments, Skewness and its measures, Kurtosis and its measures [10]

Correlation Analysis: Meaning, significance and types, Scatter diagram method, Correlation graph, Karl Pearson's correlation coefficient, Coefficient of determination, Spearman's Rank correlation coefficient and Concurrent Deviation method [07]

Regression Analysis: Meaning, significance and types of regression model, Lines of Regression, Regression equations, Difference between correlation and regression analysis [05]

Index Numbers: Meaning, significance and types, Methods of constructing price and quantity indices (Simple and Aggregate), Tests of Adequacy, Fisher's Ideal Index number, Chain-based index number, Base shifting, Splicing and deflating, Consumer price indexes (CPI), Construction of a CPI, Problems of Index number construction [07]

Text Book:

1. S.P.Gupta: Statistical Methods, Sultan Chand & Sons, Delhi
2. Sharma, Jain, Pareek: Business Statistics; Shivam Book House, Jaipur

References:

3. Hooda, R.P.: Statistics for Business and Economics; Macmillan, New Delhi
4. Ya-Lun Chou: Statistical Analysis with Business and Economic Applications, Holt; Rinehart and Winster, New York.
5. Lewin and Rubin: Statistics for Management; Prentice-Hall of India, New Delhi.
6. Sancheti D.C. and Kapoor V.K.: Statistics (Theory, Methods & Application); Sultan Chand & Sons, New Delhi
7. Hoel & Jaessen: Basic Statistics for Business and Economics; John Willey and Sons, New York.
8. Ranga, Gupta, Goyal, Bhatnagar, Soni: Business Statistics; Ajmera Book Company, Jaipur
9. Rajpurohit, Maheshwari, Sharma: Business Statistics; Ramesh Book Depot, Jaipur
10. Nagar, K.N.: Practical Problems in Statistics; Meenakshi Prakashan, Meerut

FA 141 Financial Accounting 3-0-0-3

Depreciation, Provisions and Reserves: Concept, Causes of Depreciation, Depreciation Accounting, Methods of recording Depreciation, Methods of providing Depreciation, Depreciation of different assets, Depreciation of Replacement Cost, Depreciation Policy as per Accounting Standard 4, Provisions and Reserves [6]

Final Accounts- Preparation of final accounts from Trial balance- Adjustment entries – Preparation of final accounts with adjustments [10]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers [7]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance [7]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal [4]

Joint Venture Accounts: Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment [5]

Text Books:

1. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur.
2. Oswal, Agarwal, Modi, Surolia, Bhargava: Financial Accounting; Ramesh Book Depot, Jaipur

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc.
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand and Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced Accounts, S.Chand & Co. New Delhi.
5. Compendium of Statement and Standards of Accounting: The Institute of Chartered Accountants of India, New Delhi
6. Maheshwari, S.N.: Advanced Accounting, Vikas Publishing House, Delhi
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi
8. Sehgal & Sehgal: Advanced Accountancy – I and II; Taxmann publications, Delhi
9. Oswal, Agarwal, Modi, Surolia, Bhargava: Financial Accounting; Ramesh Book Depot, Jaipur

BM 111 Business Law-I 3-0-0-3

Indian Contract Act, 1872: Nature of contract, Classification, Offer and acceptance, Capacity of parties to contract, Free consent, Consideration, Legality of object, Agreements expressly declared void, Performance of contract, Discharge of contract, Remedies for breach of contract. [18]

Special Contracts: Indemnity, Guarantee, Bailment, Pledge and Agency. [10]

Sale of Goods Act, 1930: Formation of contracts of sale, Goods and their classification, Price, Conditions, and Warranties, Transfer of Property in goods, Performance of the Contract of Sales, Unpaid Seller and his rights, Sale by Auction. [11]

Text Book:

1.Kapoor N. D.: Business Law; Sultan Chand & Sons, New Delhi

References:

1 Desai T. R: Indian Contract Act, Sale of Goods Act and Partnership Act; S.C. Sarkar & Sons Pvt. Ltd. Kolkata.
2 Khergamwala J.B: The Negotiable Instruments Act; N. M. Tripathi Pvt. Ltd. Mumbai.
3 Singh Avtar: The Principles of Mercantile Law; Eastern Book Company, Lucknow
4 Kuchhal. M.C.: Business Law; Vikas Publishing House, New Delhi
5 Chadha P.R: Business Law; Galgotia, New Delhi
6 Naulakha, R L: Commercial Law, Ramesh Book depot, Jaipur

EM 151 Business Economics-I 3-0-0-3

Introduction: The Nature and Scope of Economics, Definitions, Basic Concepts, the economic problem, Scarcity and Choice, Goods, Utility, Value, Value and Price, Wealth, Stocks and Flows, Working of Price Mechanism [5]

Elasticity of Demand: Concept and measurement of Elasticity of Demand, Price, Income and Cross Elasticities of Demand, Determinants of Elasticity of Demand, Importance of Elasticity of Demand [8]

Theory of Consumer Behaviour: Cardinal Utility, Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility; Ordinal Utility, Indifference Curve Approach [7]

Production Function: Law of variable proportions, Iso-quants, Economic regions and optimum factor combination, Expansion path, Returns to scale, Internal and External economies and diseconomies, Ridge lines [9]

Theory of Costs: Short-run and Long-run cost curves—traditional and modern approaches, Types of costs—Accounting and economic costs, Production cost, Real cost, opportunity cost [7]

Theory of Revenue: Average Revenue, Marginal Revenue and their relationship with Elasticity of Demand, Importance of Revenue Curves, Relation between Average Revenue and Marginal Revenue Curves [3]

Text Book:

1. D.N. Dwivedi – Principles of Economics, Vikas Publishing House New Delhi
2. Ahuja H.L.: Business Economics; S.Chand & Company, New Delhi

References:

1. Gould. P John, Jr. and Edward P. Lazear: Micro-economic theory; All India Traveler, Delhi
2. Browning Edger K. and Browning Jacquenince. M: Micro-economic Theory & Applications, Kalyani, New Delhi
3. Watson Donald S. and Getz Malcolm: Price Theory and its uses, Khosla Publishing House, New Delhi.
4. Koutsoyiannis A.: Modern micro-economics, Macmillan New Delhi
5. Richard G. Lipsey: An introduction to positive Economics, ELBS, Oxford.
6. G. Stigler: The Theory of price; Prentice Hall Of India, New Delhi
7. Neils & Parker: The Essence of Business Economics, Prentice Hall Of India, New Delhi
8. Ferguson P. R. and Rothachild R. and Ferguson G. J.: Business Economics, Macmillan, Hampshire.
9. Seth M.L.: Principles of Economics, Laxminarayan Agarwal Educational Publishers, Agra
10. Jhingan M.L.: Micro Economic Theory, Vrinda Publications Pvt. Ltd., Delhi

FA 171 Financial Reporting 3-0-0-3

Financial Statements: Balance Sheet, Income Statement, Statement of Comprehensive income, Statement of Changes in Equity, Statement of Cash Flows, Notes to the Financial Statements [12]

Recognition, measurement, valuation, and disclosure: Asset valuation - accounts receivable; inventory; marketable securities; property, plant & equipment; intangible assets; deferred tax assets; leasehold assets [06]

Valuation of liabilities - Debt; warranties; off-balance sheet financing; deferred tax liabilities; lease liabilities [04]

Equity transactions - Paid-in capital; retained earnings; stock dividends and stock splits [04]

Revenue recognition - Revenue recognition principles; percentage-of-completion vs. completed-contract methods; installment sales method, cost recovery method, and deposit method; matching principle [04]

Income measurement - Gains and losses; losses on long-term contracts; gain or loss on the disposal of fixed assets; expense recognition Page no.-8practices; comprehensive income; extraordinary items and discontinued operations, Major differences between Indian Accounting Standards, U.S. GAAP and IFRS [09]

Text Book:

1. Brownlee, Corporate Financial Reporting, 2015. McGrawHill Publication, India.

References:

1. Wiley CMA excel learning system exam Review, 2016. John Wiley & Sons, Inc., Hoboken, New Jersey, U.S.A.
2. Varun Jain, Book Title: Class Notes to Wiley CMA excel Learning System 2016, Miles Publication Private Limited, Hyderabad.

FA 181 Fundamentals of Financial Management 2-0-0-2

Financial Management: Financial goals, Profit maximization vs. Wealth maximization, Financial functions—Investment, financing and dividend decisions, Financial planning. Time Value of Money: Concept, Compounding and Present Value Techniques, Practical Applications [07]

Operating and Financial Leverage: Measurement of leverages, Effects on profit, analyzing alternate financial plans, Combined Financial and Operating leverages, Indifference point. [06]

Capital Structure: Theories—Net Income, Net Operating Income, Modigliani-Miller Approach and Traditional Approach, Determinants of Capital Structure. [06]

Dividend Policies: Issues in dividend policies, Walter's model, Gordon's model, MM Hypothesis, Forms of dividends and stability in dividends and Determinants. [04]

Text Book:

1. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi.

References:

1. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
2. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi.
3. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
4. Van Horne J.C.: Fundamentals of Financial Management; Prentice Hall of India, New Delhi.

FA 112 Advanced Business Statistics 3-0-0-3

Analysis of Time Series: Causes of variations in time series data, Components of time series, Decomposition—Additive and multiplicative models, Determination of trends—Moving averages methods and method of least squares (including linear, second degree, parabolic and exponential trend), Computation of seasonal indices by simple averages, ratio-to-trend, ratio-to-moving average and link relative methods. [12]

Permutations and Combinations: Meaning and applications. [3]

Theory of Probability: Probability as a concept, The three approaches to defining probability, Addition and multiplication Laws of probability, Conditional probability, Bayes' Theorem, Mathematical Expectation and Variance of a random variable. [10]

Probability Distributions: Probability distribution as a concept, Binomial, Poisson, and Normal distributions—their properties and parameters, Applications in business. [14]

Text Book:

1. S.P.Gupta: Statistical Methods, Sultan Chand & Sons, Delhi

References:

1. Hooda, R.P.: Statistics for Business and Economics; Macmillan, New Delhi
2. Ya-Lun Chou: Statistical Analysis with Business and Economic Applications, Holt; Rinehart and Winster, New York.
3. Lewin and Rubin: Statistics for Management; Prentice-Hall of India, New Delhi.
4. Sancheti D.C. and Kapoor V.K.: Statistics (Theory, Methods & Application); Sultan Chand & Sons, New Delhi
5. Hoel & Jaessen: Basic Statistics for Business and Economics; John Willey and Sons, New York.
6. S.P.Gupta: Statistical Methods, Sultan Chand & Sons, Delhi
7. Sharma, Jain, Pareek: Business Statistics; Ramesh Book Depot
8. Mathur, Khandelwal, Gupta, Gupta: Business Statistics; Ajmera Book Company, Jaipur
9. Agarwal, N.P.: Advanced Business Statistics; Ramesh Book Depot, Jaipur

FA 152 Advanced Financial Accounting 3-0-0-3

Departmental Accounts: Meaning and purpose, allocation of expenses, inter-departmental transfers. [6]

Branch Accounts: Dependent Branch, Debtor system, Stock and debtor system, Final accounts system, Wholesale Branch, Independent Branch, Foreign Branch—incorporation of branch trial balance in head office books, Accounting Standard-11 [8]

Hire-purchase and Installment Purchase System: Meaning of hire-purchase contract, Legal Provisions regarding hire-purchase contract, Accounting records for goods of substantial sale values and small values, Installment Purchase System, After Sales Service. [12]

Accounting for Lease: Types of Lease, Difference between finance and operating lease, Advantages and disadvantages of leasing, Accounting Standard-19. [8]

Royalty: Meaning and features**,** Types- Mining, Patent & Copyright**,** Minimum or dead rent, Short-workings and Excess-workings, Royalties receivable and Sublease. [5]

Text Book:

1. S.N. Maheshwari: Advanced Accounting, Vikas Publishing House, Delhi
2. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur

References:

1. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand & Sons, New Delhi
2. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
3. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced Accounts, S.Chand & Co. Delhi
4. Compendium of Statement and Standards of Accounting: The Institute of Chartered Accountants of India, New Delhi.
5. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi
6. Oswal, Agarwal, Modi, Surolia, Bhargava: Financial Accounting; Ramesh Book Depot, Jaipur

BM 122 Business Law-II 3-0-0-3

Negotiable Instruments Act, 1881: Definition of Negotiable Instrument, Features, Promissory Note, Bill of Exchange and Cheque, Holder and Holder in due course, Crossing of a Cheque, Types of crossings, Negotiation, Dishonour and Discharge of Negotiable Instruments. [11]

The Consumer Protection Act, 1986: Objectives and scope of the Act, Salient features, Definition of Consumer, Consumer Protection Council, Consumer Disputes Grievance redressal machinery—District forum, State and National Commission. [7]

Indian Partnership Act, 1932: Definition and nature of Partnership, Formation of Partnership, Test of Partnership, Partnership and other associations, Duration of Partnership, Registration of Partnership Firms, Rights and Duties of a Partner, Dissolution of a Partnership. [15]

Foreign Exchange Management Act, 2000: Definition and main provisions, authorized person, Revocation of authorization powers of Reserve Bank of India, Appeal, Appellate tribunal, Directorate of enforcement. [6]

Text Book:

1. Kapoor N. D.: Business Law; Sultan chand & Sons, New Delhi

References:

1. Desai T. R: Indian Contract Act, Sale of Goods Act and Partnership Act; S.C. Sarkar & Sons Pvt. Ltd. Kolkata.
2. Khergamwala J.B: The Negotiable Instruments Act; N. M. Tripathi Pvt. Ltd. Mumbai.
3. Singh Avtar: The Principles of Mercantile Law; Eastern Book Company, Lucknow
4. Kuchhal. M.C.: Business Law; Vikas Publishing House, New Delhi
5. Chadha P.R: Business Law; Galgotia, New Delhi
6. Naulakha, R L: Commercial Law, Ramesh Book depot, Jaipur

EM 112 Business Economics-II 3-0-0-3

Market Structures: Market structure and business decisions, Objectives of a business firm. [3]

a. **Perfect Competition:** Profit maximization and equilibrium of a firm and Industry, Short run and long run supply curves, Price and output determination, Practical applications. [4]

b. **Monopoly:** Determination of price under monopoly, Equilibrium of a firm, Comparison between perfect competition and monopoly, Multi-plant monopoly, Price discrimination, Practical applications. [5]

c. **Monopolistic Competition:** Meaning and characteristics, Price and output determination under monopolistic competition, Product differentiation, Selling cost, Comparison with perfect competition, Excess capacity under monopolistic competition. [5]

d. **Oligopoly:** Characteristics, Indeterminate pricing and output, Classical Models of Oligopoly, Price leadership, Collusive oligopoly, Kinked demand curve. [5]

Theories of Wages and Rent: Marginal Productivity theory and demand for factors, Nature of supply of factor inputs, Determination of wage rates under perfect competition and monopoly, Exploitation of labour, Rent—Concept, Ricardian and modern theories of rents, Quasi-rent. [10]

Theories of Interest and Profit: Interest—Concept and theories of interest, Profit—nature, concepts and theories of profits. [7]

Text Book:

1. D.N. Dwivedi – Principles of Economics, Vikas Publishing House New Delhi

References:

1. Gould. PJohn, Jr. and Edward P. Lazear: Micro-econmic theory, All India Traveler, Delhi
2. Browning Edger K. and Browning Jacquenince M. Micro-economic Theory & Applications, Kalyani , New Delhi
3. Watson Donald S. and Getz Malcolm: Price Theory and its uses, Khosla Publishing House, New Delhi.
4. Koutsoyiannis A.: Modern micro-economics, Macmillan, New Delhi
5. Richard G. Lipsey: An introduction to positive Economics, ELBS, Oxford.
6. G. Stigler: The Theory of price, Prentice Hall Of India, New Delhi
7. Neils & Parker: The Essence of Business Economics, Prentice Hall Of India, New Delhi
8. Ferguson P.R. and Rothschild R. and Ferguson G.J.: Business Economics, Macmillan, Hampshire.
9. Ahuja H.L.: Business Economics, S.Chand & Company, New Delhi
10. Seth M.L.: Principles of Economics, Laxminarayan Agarwal Educational Publications, Agra
11. Jhingan M.L.: Microeconomic Theory; Vrinda Publications Pvt. Ltd., Delhi

FA 172 Financial Decision Making – I 4-0-0-4

Financial Statements Analysis: Basic Financial Statement Analysis - Common size financial statements; Common base year financial statements. Financial Ratios – Liquidity; Leverage; Activity; Profitability; Market. [10]

Profitability Analysis - Income measurement analysis; Revenue analysis; Cost of sales analysis; Expense analysis; Variation analysis, [05]

Special issues - Impact of foreign operations; Effects of changing prices and inflation; Off-balance sheet financing; Impact of changes in accounting treatment; Accounting and economic concepts of value and income; Earnings quality. [06]

Corporate Finance : a)Risk and return – Calculating return; Types of Risk; Relationship between risk and return, Long-term financial management - Term structure of interest rates; Types of financial instruments; Cost of capital; Valuation of financial instruments [09]

Raising Capital – Financial markets and regulation; Market efficiency; Financial institutions; Initial & secondary public offerings; Dividend policy and share repurchase; Lease financing. [04]

Working capital management - Working capital terminology; Cash management; Marketable securities management; Accounts receivable management; Inventory management; Types of short-term credit; Short-term credit management. [07]

Corporate restructuring - Mergers and acquisitions; Bankruptcy; Other form of restructuring. [05]

International finance - Fixed, flexible, and floating exchange rates; Managing transaction exposure; Financing international trade; Tax implications of transfer pricing [06]

Text Book:

1. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi.

References:

1. Wiley CMA excel learning system exam Review, 2016. John Wiley & Sons, Inc., Hoboken, New Jersey, U.S.A.
2. Varun Jain, Book Title: Class Notes to Wiley CMA excel Learning System 2016, Miles Publication Private Limited, Hyderabad.

FA 182 Cost Management & Control 4-0-0-4

Cost Management: Cost behavior and cost objects; Actual and normal costs; Standard costs; Absorption (full) costing; Variable (direct) costing; Joint and by-product costing, [05]

Costing systems - Job order costing; Process costing; Activity-based Costing , Life-cycle costing, Integral and non-integral system, Reconciliation of cost and financial accounts [09]

Overhead costs - Fixed and variable overhead expenses; ; Plant-wide versus departmental overhead; Determination of allocation base; Allocation of service department costs [08]

Supply Chain Management - Lean manufacturing; Enterprise resource planning (ERP); Theory of constraints and throughput costing; Capacity management and analysis [08]

Business process improvement - Value chain analysis; Value-added concepts; Process analysis; Activity-based management; Continuous improvement concepts; Best practice analysis; Cost of quality analysis; Efficient accounting processes [08]

Auditing - Internal control structure and management philosophy; Internal control policies for safeguarding and assurance; Internal control risk; Corporate governance; External audit requirements [05]

Internal auditing - Responsibility and authority of the internal audit function; Types of audits conducted by internal auditors [05]

Systems controls and security measures - General accounting system controls; Application and transaction controls; Network controls; Backup controls; Business continuity planning [05]

Text Book:

1. Charles T Horngren, Cost Accounting, a Mangerial Emphasis, 2016. Pearson India
2. Aruna Jha, Auditing, 2016. Taxmann Publisher, India

References:

1. Wiley CMA excel learning system exam Review, 2016. John Wiley & Sons, Inc., Hoboken, New Jersey, U.S.A.
2. Varun Jain, Book Title: Class Notes to Wiley CMA excel Learning System 2016, Miles Publication Private Limited, Hyderabad.

MDC 003	Environmental Studies	3-1-0-4

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

	Environmental Science: Definition, scope and importance, Multidisciplinary nature.	[02]
	Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India.	[06]
	Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature. Suggested Case studies: i) Cultural Basics of our Environmental Crisis: ii) Ecofeminism	[06]
	Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources. Suggested Case Studies: i) What has posterity ever done for me? ii) Energy policy and further future: The identity problem	[05]
	The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. Suggested Case Studies: i) The tragedy of commons: ii) We all live in Bhopal iii) The Silent Spring;	[06]
	Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management,	

	Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health. Suggested Case Studies: i) Earth the Crowded Planet ii) Famine Affluence and morality iii) The world food supply	[06]
	Protection and Prevention of Environment with Special intervention: **Environment Protection and the Law:** Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil). **Primary Protective Laws:** Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010. **Secondary Laws:** Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it.	[06]
	Sustainable Development (Objective and Application): **Introduction:** Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics **Case studies** a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing b. **Science and Engineering Issues**: Organic farming, Renewable energy. c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead? **e. Judicial activism**	[11]
	Field Trip & Report writing: (Any one of the following) i) Visit to renewable energy site ii) Visit to biodiversity park iii) Workshop on sustainable fashion iv) Shekhawati and its environment v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district	[04]
Text Books		

1.	Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001)	
2.	Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004)	
References:		
1.	Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015)	
2.	Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986)	
3.	Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973)	
4.	Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press	
5.	Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987)	
6.	Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992)	
7.	Lester Brown, Christofer Favin, Sandra Postel, Vision of a Sustainable World, The Worldwatch Reader, Ed Lester R. Brown New York (1991)	
8.	W.P. Pruden and S.H. Anderson, Environmental Sciences, Charles. E., Meredith Publication, NY, USA(1983)	
Mongraphs for suggested Case Studies :		
9.	Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)	
10.	Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)	
11.	Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)	
12.	Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)	
13.	What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)	
14.	Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)	
15.	The tragedy of commons: Grrettn Hardin, Science, 162 (1968)	
16.	We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)	
17.	The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)	
18.	Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)	
19.	Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)	
20.	The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993	
Note: Latest edition of text book and references must be used.		

FA 211 Corporate Accounting 3-0-0-3

Accounting for Share Capital: Issue, Forfeiture, Re-Issue of Equity Shares, Sweat Equity Shares, Employee Stock Option, Right shares and Bonus shares, Buyback of Equity shares, Issue and Redemption of Preference shares. [11]

Accounting for Loan Capital: Classes of Debentures, Difference between Share and Debenture, Issue and Redemption of Debentures. [9]

Final Accounts of Companies: Statement of Affairs and Statement of Profit and Loss including computation of managerial remuneration and disposal of profits. Forms of Balance Sheet, Profit prior to incorporation. [9]

Valuation of Goodwill of Companies: Need, Components, General Factors affecting Goodwill, Methods of Evaluation. [5]

Valuation of Shares: Need and Methods of Evaluation. [5]

Text Book:

1. Maheshwari S.N.: Corporate Accounting, Vikas Publishing House, New Delhi

References:

1. Gupta R.L., Radhaswamy M: Company Accounts, Sultan Chand and Sons, Delhi.
2. Maheshwari S.N.: Corporate Accounting, Vikas Publishing House, New Delhi.
3. Monga J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting, Mayur Paper Backs, Noida.
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced Accounts, S.Chand & Company, New Delhi
5. Moore C.L. and Jaedicke R.K.: Managerial Accounting, South Western Publishing Company, Cincinnati, Ohio
6. Jain, Khandelwal, Pareek: Corporate Accounting; Ajmera Book Company, Jaipur
7. Sehgal & Sehgal: Advanced Accountancy – I &II; Taxmann publications, Delhi

BM 211 Company Law-I 3-0-0-3

Corporate Personality: Nature and Kinds of Companies, Special features of a Company, Distinction between a Company and other forms of Organisations. [5]

Promotion: Promotion and Incorporation of Companies. [6]

Documents: Memorandum of Association, Articles of Association, Prospectus. [12]

Share Capital: Transfer and Transmission of Shares, Membership in a company, Rights and Liabilities of Members, *Benami* holders of shares. [9]

Company Management: Directors—Their Position, Appointment, Removal, Duties, and Liabilities.

Text Book

1.Kuchal M.C.: Modern India Company Law; Shri Mahaveer Books, Noida [7]

References:

1. Gower L.C.B: Principles of Modern Company Law; Stevens & Sons, London.
2. Ramaiya A.: Guide to the Companies Act; Wadhwa & Co. Nagpur
3. Singh Avtar: Company Law; Eastern Book Co., Lucknow
4. Kuchal M.C.: Modern India Company Law; Shri Mahaveer Books, Noida
5. Kapoor N.D.: Company Law-Incorporating the provisions of the Companies Amendment Act, 2000, Sultan Chand & Sons, New Delhi.
6. Bagrial A.K.: Company Law, Sultan Chand and Sons, New Delhi

FA 261 Financial Decision Making - II 4-0-0-4

Cost/volume/profit analysis - Breakeven analysis; Profit performance and alternative operating levels; Analysis of multiple products	[05]
Marginal analysis - Sunk costs, opportunity costs and other related concepts; Marginal costs and marginal revenue; Special orders and pricing; Make versus buy; Sell or process further; Add or drop a segment; Capacity considerations	[07]
Pricing - Pricing methodologies; Target costing; Elasticity of demand; Product life cycle considerations; Market structure considerations	[05]
Enterprise Risk – Types of risk; Risk identification and assessment; risk mitigation strategies; Managing risk	[05]
Capital budgeting process – Stages of capital budgeting; Incremental cash flows; Income tax considerations	[04]
Discounted cash flow analysis - Net present value; Internal rate of return; Comparison of NPV and IRR	[07]
Payback and discounted payback - Uses of payback method; Limitations of payback method; Discounted payback	[05]
Risk analysis in capital investment - Sensitivity and scenario analysis; Real options	[06]
Ethical considerations for management accounting and financial management professionals - IMA's "Statement of Ethical Professional Practice"; Fraud triangle; Evaluation and resolution of ethical issue	[04]
Ethical considerations for the organization - IMA's Statement on Management Accounting, "Values and Ethics: From Inception to Practice"; U.S. Foreign Corrupt Practices Act; Corporate responsibility for ethical conduct	[04]

Text Book:

1. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi.

References:

1. Wiley CMA excel learning system exam Review, 2016. John Wiley & Sons, Inc., Hoboken, New Jersey, U.S.A.
2. Varun Jain, Book Title: Class Notes to Wiley CMA excel Learning System 2016, Miles Publication Private Limited, Hyderabad.

FA 271 Financial Planning & Performance 4-0-0-4

Strategic planning - Analysis of external and internal factors affecting strategy; Long-term mission and goals; Alignment of tactics with long-term strategic goals; Strategic planning models and analytical techniques; Characteristics of successful strategic planning process	[04]
Budgeting concepts - Operations and performance goals; Characteristics of a successful budget process; Resource allocation; other budgeting concepts	[05]
Forecasting techniques - Regression analysis; Learning curve analysis; Expected value.	[07]
Budgeting methodologies - Annual business plans (master budgets); Project budgeting; Activity-based budgeting; Zero-based budgeting; Continuous (rolling) budgets; Flexible budgeting	[09]
Annual profit plan and supporting schedules - Operational budgets; Financial budgets; Capital budgets	[07]
Top-level planning and analysis - Pro forma income; Financial statement projections; Cash flow projections	[05]
Cost and variance measures - Comparison of actual to planned results; Use of flexible budgets to analyze performance; Management by exception; Use of standard cost systems; Analysis of variation from standard cost expectations	[06]
Responsibility centers and reporting segments - Types of responsibility centers; Transfer pricing models; reporting of organizational segments	[04]
Performance measures - Product profitability analysis; Business unit profitability analysis; Customer profitability analysis; Return on investment; Residual income; Investment base issues; Key performance indicators (KPIs); Balanced scorecard	[05]

Text Book:

1. Charles T Horngren, Cost Accounting, a Mangerial Emphasis, 2016. Pearson India.
2. Higgins, R., Analysis for Financial Management, 2012. McGraw-Hill.

References:

1. Wiley CMA excel learning system exam Review, 2016. John Wiley & Sons, Inc., Hoboken, New Jersey, U.S.A.
2. Varun Jain, Book Title: Class Notes to Wiley CMA excel Learning System 2016, Miles Publication Private Limited, Hyderabad.
3. Subramanyam, K. & Wild, J., Financial Statement Analysis, 2013. New York, NY: McGraw-Hill.
4. Axson, D., Best Practices in Planning and Performance Management: Radically Rethinking Management for a Volatile World, 2010. Hoboken, NJ: John Wiley & Sons.

BM 121 Principles of Management 3-0-0-3

Introduction: Concept, Nature, Process and Significance of Management, Coordination as essence of Management, Development of Management Thought- Classical, Neo-Classical, Behavioural, Systems and Contingency Approaches. [6]

Planning: Nature, Scope and Objectives of Planning, Types of Plans, Planning Process, Management By Objectives (MBO), Decision Making-Concept, Types, Process and Techniques. [7]

Organizing: Concept, Nature, Process and Significance, Span of Control, Departmentation, Types of an Organization, Authority-Responsibility, Delegation and Decentralization, Formal and Informal Organization. [7]

Staffing: Concept, Nature and Importance of Staffing. [4]

Motivation and Leading: Nature and Importance of Motivation, Types of Motivation, Theories of Motivation-Maslow, Herzberg, X, Y and Z. Leadership Styles-Likert's System of Management, Tannenbaum and Schmidt Model and Managerial Grid. [9]

Controlling: Concept and Process of Controlling, Types of Control, Control Techniques, and Effective Control Systems. [6]

Text Book

1. Mathew M.J.: Management, Sheel Sons, Jaipur.

References:

1. Drucker Peter F.: Management Challenges for the 21st Century; Butterworth Heinemann, Oxford.
2. Weihrich and Koontz, et al: Essentials of Management; Tata McGraw Hill, New Delhi.
3. Fred Luthans: Organizational Behaviour; McGraw Hill, New York.
4. Louis A.Allen: Management and Organization; Mc Graw Hill, Tokyo.
5. Ansoff H.I.: Corporate Strategy; McGraw Hill, New York.
6. Hampton, David R: Modern Management, McGraw Hill, New York.
7. Prasad L.M.: Principles and Practices of Management, Sultan Chand and Sons

FA 231 Income Tax-I 3-0-0-3

Introduction: Basic Concepts related to Income, Definitions of important terms. [4]

Basis of Charge: Residence and Tax Liability, Exempted Incomes. [7]

Heads of Income—Salaries: Definition, Basis of charge, Principles governing income under this head, Taxability of allowances, Perquisites—taxable and tax free, Specified and non-specified employees, Profits in lieu of salary. [16]

Heads of Income—House Property: Definition, Basis of charge, Annual value, Deemed ownership, Exempted incomes, Gross and Net Annual Value, Self-occupied and Let-out houses. [12]

Text Book

1. Singhania V.K.: Students Guide to Income Tax; Taxmann, Delhi

References:

1. Singhania V.K.: Students Guide to Income Tax; Taxmann, Delhi
2. Prasad Bhagwati: Income Tax Law and Practice; Willey Publications, New Delhi
3. Mehrotra H.C.: Income Tax Law and Accounts; Sahitya Bhawan, Agra
4. Dinkar Pagare: Income Tax Law and Practice; Sultan Chand and Sons, New Delhi
5. Ahuja Girish and Gupta Ravi: Systematic approach to Income Tax; Sahitya Bhawan Publications, New Delhi.
6. Chandra Mahesh and Shukla D.C.: Income Tax Law and Practice; Pragati Publications, New Delhi
7. Patel, Chaudhary: Income Tax; Chaudhary Prakashan, Jaipur
8. Agarwal, Jain, Sharma, Shah, Mangal; Income Tax, Ramesh Book Depot, Jaipur

FA 212 Advanced Corporate Accounting 3-0-0-3

Accounting for Amalgamation of Companies: Indian Accounting Standard-14 (excluding inter-company holdings and reconstruction schemes). [8]

Alteration of Share Capital: Accounting for Internal Reconstruction of Companies (excluding reconstruction schemes). [6]

Accounts of Holding and Subsidiary Companies: Meaning, Advantages and Disadvantages, Cost of Control, Minority Interest. Preparation of Consolidated Financial Statements with one Subsidiary only (excluding vertical consolidation). [14]

Liquidation of Companies: Types of liquidation, Preparation of Statement of Affairs and Deficiency Account (Surplus), Liquidator's Final Statement of Account, 'B' list of Contributories. [11]

Text Book

1. Maheshwari S.N.: Corporate Accounting, Vikas Publishing House, New Delhi.

References:

1. Gupta R.L., Radhaswamy M: Company Accounts, Sultan Chand and Sons, Delhi.
2. Monga J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting, Mayur Paper Backs, Noida.
3. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced Accounts, S.Chand & Company, New Delhi
4. Moore C.L. and Jaedicke R.K.: Managerial Accounting, South Western Publishing Company, Cincinnati, Ohio.
5. Jain, Khandelwal, Pareek: Corporate Accounting; Ajmera Book Company, Jaipur
6. Sehgal & Sehgal: Advanced Accountancy – I&II; Taxmann publications, Delhi

BM 212 Company Law-II 3-0-0-3

Capital Management: Borrowing powers, Mortgages and charges, Debentures. [7]

Majority Powers and Minority Rights: Prevention of oppression and mismanagement, Rule of majority shareholders, Exception to the rule of majority. [6]

Company Secretary: Qualifications and disqualifications, Appointment, Position, Duties. [6]

Company Meetings: Kinds, Quorum, Voting, Resolutions, Minutes. [11]

Winding up: Modes and conduct of winding up, Official Liquidator—Powers, Duties and Liabilities. [9]

Text Book

1.Kuchal M.C.: Modern India Company Law; Shri Mahaveer Books, Noida

References:

1. Gower L.C.B: Principles of modern Company Law; Stevens & Sons, London.
2. Ramaiya A.: Guide to the Companies Act; Wadhwa & Co. Nagpur
3. Singh Avtar: Company Law; Eastern Book Co., Lucknow
4. Kapoor N.D.: Company Law-Incorporating the provisions of the Companies Amendment Act, 2000, Sultan Chand & Sons, New Delhi.
5. Bagrial A.K.: Company Law, Sultan Chand and sons, New Delhi

EM 211 Business Environment 3-0-0-3

Indian Business Environment: Concept, Components and Importance. [4]

Overview of Economic Trends: Income, Savings and Investments, Industry, Trade and Balance of Payments, Finance, Prices. [11]

Money: Meaning and importance in Economy, Theories related to value of money, Different currency systems. [8]

Problems of Growth: Unemployment, Poverty, Regional imbalances, Social injustice, Inflation, Parallel Economy, Industrial sickness, Reflation, Deflation, Stagflation, Devaluation of currency. [16]

Text Book

1. Francis Cherunilam, Business Environment, PHI, New Delhi

References:

1 Sundaram and Black: The International Business Environment; Prentice Hall, New Delhi.
2 Agarwal A.N.: Indian Economy; Vikas Publishing House, Delhi
3 Khan Farooq A.: Business and Society; S. Chand & Company, Delhi
4 Dutt R. and Sundaram K.P.M.: Indian Economy; S. Chand & Company, Delhi
5 Misra S.K. and Puri V.K.: Indian Economy; Himalaya Publishing House, New Delhi
6 Hedge Ian: Environmental Economics; Macmillan, Hampshire
7 Dutt Ruddar: Economic Reforms in India – A Critique, S.Chand & Company, New Delhi

EM 292 Indian Financial System 3-0-0-3

Financial System: Meaning, Significance and Components, Composition of Indian Financial System [04]

Regulatory and Legal Framework- Ministry of Finance, Ministry of Commerce, Ministry of Corporate Affairs, Reserve Bank of India (RBI), **Stock Exchanges:** NSE, BSE, MCX and Foreign Stock Exchanges [16]

Financial Institutions - Commercial Bank, Development Bank, Merchant Bank, Mutual Fund Companies, Insurance Companies, NBFC [09]

Financial Market & Instruments: Money market, Capital Market [10]

Text Books

1. The Indian Financial System – Bharati V. Pathak.
2 .Indian Financial System – M. Y. Khan.

References:

1. ICSI Study Material - Capital Markets and Securities Laws.
2. Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.
3. IDBI Annual Reports.
4. Sharma G.L. and Singh Y.P. (eds.): Contemporary Issues in Finance and Taxation; Academic Foundation, New Delhi.
5. Kapila Raj and Kapila Uma: Banking and Financial Reforms In India, Vol. I, II, III & IV, Academic Foundation, Delhi.
6. Saunders Anthony: Financial Institutions Management: A Modern Perspective; Irwin Publication, McGraw Hill Co., New York.
7. Madura Jeff: Financial Market and Institution; West Publishing Company, New York.
8. Srivastava, R.M.: Management of India Financial Institutions; Himalaya Publishing House, Mumbai

BM 282 Principles of Marketing Management 3-0-0-3

Introduction to Marketing: Meaning, Nature and Scope of Marketing, Marketing Philosophies, Internal and External Components of Marketing Environment, Consumer Behaviour, Market Segmentation, Concept of Marketing Mix.	[10]
Managing the Product: Product Planning, Product Mix, Product Line Decisions, Product Differentiation, Brand Equity, Packaging, Labelling, Concept of Product Life Cycle, New Product Development Process.	[8]
Pricing: Pricing Objectives, Factors influencing Pricing, Types of Pricing, Pricing Procedure.	[7]
Marketing Channels: Types of Channels, Channel Functions, Logistics and Physical Distributions – Objectives and Functional Areas of Physical Distribution.	[6]
Promotion Tools: Marketing Communications Mix, Promotion Tools – Advertising, Sales Promotion, Personal Selling, Public Relations and Direct Marketing.	[8]

Text Book

1.Chhabra, T.N & Grover, S.K, "Marketing Management", Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; "Marketing Management", Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; "Marketing Management", Mc Millan, New Delhi.
3. Shrivastava, P.K, "Marketing Management", Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi

FA 232 Income Tax-II 3-0-0-3

Heads of Income—Profits and Gains of Business or Profession: Basis of charge**,** Basic principles governing taxability, Specific deductions and disallowances under the Act, Deemed Profits, Provisions relating to Specific Business. [8]

Heads of Income—Capital Gains: Basis of charge, Types of capital gains, Full value of consideration, Cost of acquisition and improvement, Indexation, Exemptions. [6]

Heads of Income—Income from Other Sources: Specific and residuary taxable incomes, Relevance of the method of accounting, Specific disallowances. [5]

Aggregation of Income: Deemed incomes, Set-off and carry forward of losses, Deduction from gross total income. [5]

Computation of Tax Liability: Computation of total income and tax liability of an Individual, HUF and Firm. [9]

Tax Management: Tax deduction at source, Advance payment of tax, Assessment procedures. [4]

Tax Administration: Authorities, Appeals and Penalties. [2]

Text Book

1. Singhania V.K.: Students Guide to Income Tax; Taxmann, Delhi

References:

1. Prasad Bhagwati: Income Tax Law and Practice; Wiley Publications, New Delhi
2. Mehrotra H.C.: Income Tax Law and Accounts; Sahitya Bhawan, Agra
3. Dinkar Pagare: Income Tax Law and Practice; Sultan Chand and Sons, New Delhi
4. Ahuja Girish and Gupta Ravi: Systematic approach to Income Tax; Sahitya Bhawan Publications, New Delhi.
5. Chandra Mahesh and Shukla D.C.: Income Tax Law and Practice; Pragati Publications, New Delhi
6. Patel, Chaudhary: Chaudhary Prakashan; Jaipur
7. Agarwal, Jain, Sharma, Shah, Mangal; Income Tax, Ramesh Book Depot, Jaipur

CA 111 Fundamentals of Computers and Information Technology 3-0-0-3

Computer Concepts: Definition, Block Diagram and Applications in Modern Society, History, Types and Generations. [3]

Functional Units of Computer Processing System: Hardware, CPU, Storage Devices and Media, VDU, Input/Output Devices, Data Communication Equipments, Information Concept and Processing-Data, Information, Knowledge and Wisdom. [8]

Data Representation: Representation of Data, Bits and Bytes, Number System, Binary, Octal, Hexadecimal, Conversions, Arithmetic Operations in Binary Numbers, ASCII and EBCDIC, BCD Character Sets. [6]

Software Concepts: Types of Software, Programming Language, Machine Language, Assembly Language, High Level Language, Generations of Language, Assembler, Interpreter, Compiler. [6]

Operating System: Functions, System Call, Interrupts, Concept of Resource Manager, Batch Processing, Multiprogramming, Multiprocessing, Time Sharing and Real Time System, MS-DOS, MS-Windows. [10]

Data Communication: The Basic Communication System, Data Transmission Modes-Simplex, Half Duplex, Full Duplex, LAN, MAN, WAN, Network Topologies. [6]

Text Book

1. Sinha P K: Computer fundamentals, BPB, New Delhi

References:

1. Agarwala Kamlesh N. and Agarwala Deeksha: Business on the Net – Introduction to E- Commerce; Macmillan India, New Delhi.
2. Agarwala Kamlesh N. and Agarwala Deeksha: Bulls, Bears and The Mouse: An Introduction to Online Stock Market Trading; Macmillan India, New Delhi.
3. Agarwala Kamlesh N. and Agarwala Prateek Amar: WAP the Net: An Introduction to Wireless Application Protocol; Macmillan India, New Delhi.
4. Bajaj Kanlesh K. and Nag Debjani: E-Commerce: The Cutting Edge of Business; Tata McGraw Hill, New Delhi.
5. Edwards, Ward and Bytheway: The Essence of Information Systems; Prentice Hall, New Delhi.
6. Garg and Srinivasan: Work Book on Systems Analysis & Design; Prentice Hall, New Delhi.
7. Kanter: Managing with Information; Prentice Hall, New Delhi.
8. Minoli Daniel, Minoli Emma: Web Commerce Technology Handbook; Tata McGraw Hill, New Delhi.
9. Minoli Daniel: Internet & Internet Engineering; Tata McGraw Hill, New Delhi.

FA 161 **Auditing** **3-0-0-3**

Introduction: Meaning and Objectives of Auditing, Difference between book-keeping and accountancy, Auditing and Investigation, Relation of Auditor vis-à-vis Management, Types of Audit, Errors and Frauds, Standards of Auditing [07]

Internal Control System: Meaning, Importance, Internal Control, Internal check, Internal Audit and Statutory Audit, Limitations of Internal Control System. [05]

Audit Planning and Documentation: Audit Programme, Audit Note Books, Working Papers and Evidences, Routine Checking and Test Checking. [08]

Audit Procedure —Vouching: Meaning, Procedure, Verification and Valuation of Assets and Liabilities, Problems in valuation of assets, Modes of valuation of assets, Auditors position as regards valuation of assets [08]

Company Auditor: Legal position, Appointment, Qualifications and Disqualifications, Powers, Duties and Liabilities as per Companies Act, 2013. [03]

Special Audit and Auditor's Report: Audit of Banking Companies, Educational Institutions and Insurance Companies, Contents, Standard and Qualified Report [05]

Recent Trends in Auditing: Nature and Significance of Cost Audit, Tax Audit and Management Audit. [03]

Text Book:

1. Jain, Khandelwal, Pareek: Auditing; Ramesh Book Depot, Jaipur

References:

1. Gupta, Kamal: Contemporary Auditing; Tata McGraw Hill, New Delhi.
2. Tandon B.N.: Principles of Auditing; S. Chand & Co., New Delhi.
3. Pagare Dinkar: Principles and Practices of Auditing; Sultan Chand, New Delhi.
4. Sharma T.R.: Auditing Principles and Problems; Sahitya Bhawan, Agra.
5. Kumar Arun and Sharma Rachna: Auditing Theory and Practice; Atlantic Publishers and Distributors, New Delhi.
6. Tandon, Sudarshan, Sunderbahu: A Handbook of Practical Auditing; S. Chand, & Co., Delhi
7. Kumar Ravindra, Sharma Virendra: Auditing Principles & Practice; Prentice Hall of India, New Delhi

BM 172 Principles of Insurance 3-0-0-3

Introduction of Insurance: Evolution, Meaning, Functions, Nature & Scope, Principles of Insurance, Kinds of Insurance, Types of Insurance Organisations, Insurance Act 1938 **(10)**

Legal Framework: IRDA- Introduction, Objectives, Powers, Duties, Insurance Advisory Committee, Public Disclosures, Insurance Ombudsman & Its Functions. FDI in Insurance **(06)**

Life Insurance:

a) Life Insurance Act 1956, Basic elements of life Insurance, Life insurance companies in India, types of Insurance policies, important plans of life Insurance, Issue of life Insurance, calculation of premium, settlement of claims, maturity claims by death **(08)**

b) Life Insurance Organisation (LIC) - Organisation, Committee of Corporation, Administrative setup of Central Office, Divisional Office and branch Office, Insurance Agents- Rights & Duties. **(03)**

General Insurance: General Insurance Act 1972, Basic element of general insurance, General Insurance companies in India - role and activities. **(03)**

a) **Fire Insurance:** Meaning Scope, types of fire Insurance policies, conditions of fire insurance, settlement of claims. **(04)**

b) **Marine Insurance:** Meaning, types of Marine Insurance policies, Conditions of policies. **(03)**

c) Basic Information of Motor Insurance, Crop Insurance, Health Insurance, etc. **(02)**

Text Books:

1. Insurance Principles and Practice – MN Mishra & SB Mishra.
2. Insurance in India- A.N. Agarwal.

References:

1. IRDA bulletins & Annual Report
2. ICAI study Material

BM 162 Business Communication 3-0-0-3

Introduction: Basic forms of communication, Communication models and processes, Effective communication, Theories of communication, Audience analysis	[5]
Corporate Communication: Formal and Informal Communication networks, Grapevine, Miscommunication (Barriers), Improving Communication, Practices in Business Communication and Group discussions	[6]
Report Writing: Introduction to a proposal, Elements of a Report, Short report and formal report, Report Preparation and Presentation	[4]
Oral Presentation: Principles of oral presentations, Factors affecting presentation, Sales presentation, Training presentation, Conducting surveys, Speeches to motivate, Effective presentation skills and , Individual and group presentations	[8]
Non-Verbal Aspects of Communication: Body language, Kinesics, Proxemics, Para language	[3]
Effective Listening: Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars	[7]
Interviewing Skills: Appearing in interviews, Conducting interviews, Writing resume and Letter of Application, Mock interviews	[4]
Modern Forms of Communication: Fax, E-mail, Video-conferencing and their uses in business	[2]

Text Book:

1. Kaul, Business Communication, Prentice Hall, New Delhi.

References:

1. Gupta, C.B., Business Communication, Sulthan Chand & Sons, New Delhi.
2. Rajendra Pal and Korlhalli J.S., Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
3. Nirmal Singh, Business Communication Principles, Methods and Techniques - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Sharma, R.C., and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Varinder Kumar and Bodh Raj, Business Communication, Kalyani Publishers, New Delhi.

FA 371 Business Mathematics 3-0-0-3

Permutations and Combinations: Meaning and Applications. [03]

Sequences and Series: Arithmetic and Geometric Progressions. [03]

Matrix Algebra: Matrices, type of matrices and determinants, adjoint, transpose and Inverse of a matrix. Value of a determinant, Cramer's Rule and its applications, use of matrices in solution of equations.. [07]

Functions: Linear, quadratic, exponential and logarithmic. [05]

Trigonometry: Elements of Trigonometry, Trigonometric ratios of sum and difference of angles, multiple angle, inverse trigonometric ratios. [06]

Differentiation: Using first principles, differentiation of sum, difference, product and division of function, chain rule of differentiation, Simple applications of differential coefficients, maxima and minima [08]

Integration: Integration as an anti-derivative, methods of integration, use of standard formulae, Simple applications of integration. [07]

Text Book:

1. Kapoor V.K.: Business Mathematics, Sultan Chand & Sons, Delhi

References:

1. Allen R.G.D: Basic Mathematics; Macmillan, New Delhi
2. Dowling E.T.: Mathematics for Economics; Schaum Series, McGraw Hill, London
3. Holden: Mathematics for Business and Economics; Macmillan India, New Delhi
4. Loomba, Paul: Linear Programming, Tata McGraw Hill, New Delhi
5. Mehta & Madnani: Basic Mathematics, Sultan Chand & Sons, Delhi
6. Mehta & Madnani: Mathematics for Economists, Sultan Chand & Sons, Delhi
7. Soni R.S.: Business Mathematics, Pitamber Publishing House, New Delhi
8. Vohra N.D.: Quantitative Techniques in Management; Tata McGraw Hill, New Delhi

FA 341 Quantitative Techniques and Applications-I 3-0-0-3

Introduction: Meaning, Scope, Origin, Uses, Limitations and Techniques. [3]

Linear Programming: Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method. [5]

Simplex Method: Simplex table, Conditions for application of simplex method, Solution to maximization and minimization problems including the Big M method. Duality in linear programming. [10]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. [7]

Assignment Model: Assignment problem as a variant of transportation problem, Methods of solving assignment problems. [7]

Statistical Quality Control: Concept, advantages, Cost-quality trade-off, techniques of SQC, types of control charts— X, R, *p*, σ, *np*, C, OC-curve, Acceptance Sampling. [7]

Text Book

1. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur
3. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
4. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi

FA 381 Security Analysis and Portfolio Management-I 3-0-0-3

Investments: Concepts of investment, features, Objectives of financial investment, Process and alternatives- Financial and non-financial forms of investment, speculation vs. Gambling, fixed and variable income securities, market indices	[8]
Financial markets – Primary and secondary markets – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE.. Stock markets guidelines on primary & secondary markets.	[6]
Valuation of securities – Bond and fixed income instruments valuation –bond pricing theorems, YTM, duration of bond and immunisation of interest risk, term structure of interest rate, determination of yield curves, valuation of equity and preference shares Dividend capitalisation & CAPM).	[7]
Analysis of risk & return- concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Measurement of risk and return	[8]
Fundamental & Technical Analysis- Concept of intrinsic value, Objectives and beliefs of fundamental analysts. Economy-Industry-Company framework, Economic analysis and forecasting. Theory of Technical analysis, points and figures chart, bar chart, contrary opinions theory, confidence index RSA, RSI, Moving average analysis	[10]

Text Book

1. P.Pandiyan**,** Security Analysis and Portfolio Management, Vikas Publications, New Delhi

References:

1. Donalds E. Fischer & Ronald J. Jordan: Security Analysis and Portfolio Management; Prentice Hall, New Delhi**.**
2. James L. Farrell, Jr.: Portfolio Management; McGraw Hill, Int. Ed. (Finance Series), New York.
3. Russell J. Fuller and James L. Farrell: Modern Investment and Security Analysis; McGraw Hill, Int. Ed. (Finance Series), New York.
4. Sharpe, William F., Alexander Gorden J. and Baily Jafery V.: Investments; Prentice Hall of India, New Delhi.
5. Bhalla V. K.: Investment Management, Security Analysis and Portfolio Management; Sultan Chand, New Delhi.
6. Hull J.C.: Options, Futures and Other Derivatives; Prentice Hall of India, New Delhi.
7. Haugen Robert: Modern Investment Theory; Prentice Hall of India, New Delhi.

BM 324 Business Ethics and Values 3-0-0-3

Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories [04]

Indian Management Ethos : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence. [08]

Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations [10]

Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders. Whistle- Blower Policies. Ombudsman [08]

Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business. [09]

Text Book

1. Corporate Governance and Stewardship by N Balasubramanian; Tata McGrawHill
2. Corporate Governance: Concept & Dimensions by Sanjiv Agarwal; Snow white Publications P. Ltd.

References:

1. Study Guidance Material ICSI
2. Note on Corporate Governance Certificate
3. Companies Act, 2013
4. Rules on Companies Act, 2013
5. Listing Agreement by SEBI

FA 314 Taxation Laws and Practice 3-0-0-3

Central Excise and Customs: (a) Nature and Scope of Central Excise, Important Terms and Definitions under the Central Excise Act, General Procedure, Concession to small scale industry, CENVAT.

(b) Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act 1975 and the related Rules. [16]

Central Sales Tax Act, 1956 and Value Added Tax:

(a) Important terms and definitions under Central Sales Tax Act, 1956—Nature and Scope of Central Sales Tax Act, Provisions relating to inter-state sales, Sales inside a State, Sale/Purchase in the course of Import and Export out of India. [02]

(b) Registration of Dealers and Procedure thereof, Rate of Tax, Exemption of Subsequent Sales, Determination of Turnover. [02]

(c) Principles for determining levy of Central sales tax, Concept of sale or purchase of goods in the course of central/state trading, Sale or purchase of goods inside the state, Sale or purchase of goods in the course of imports or exports. [02]

(d) Registration of Dealers and Procedure thereof, Rate of Tax, Sale against 'C' and 'D' forms, Exemption of Subsequent Sales. [02]

(e) Branch and Consignment transfer, Determination of Turnover, Deduction from Turnover. [02]

(f) Meaning and need of VAT, Computation of VAT. [07]

Service Tax: Formation and functions of DGST, Existing schemes for levy, assessment & collection of service tax [06]

Text Book

1.Ahuja Girish and Gupta Ravi: Practical approach to Income Tax, Wealth Tax and Central Sales Tax; Bharat Law House Pvt. Ltd., New Delhi.

2.Agarwal, Saini, Surolia: CST & RST; Ramesh Book Depot, Jaipur

References:

1. Central Excise Act.
2. Customs Act.
3. Central Sales Tax Act.
4. Patel, Chaudhary: CST & RST; Chaudhary Prakashan, Jaipur

BM 152 Entrepreneurship Development 3-0-0-3

Introduction: Entrepreneur—Definition, Types, Characteristics, Entrepreneurship—Concept, Characteristics, Process, Theories of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurship vs. Intrapreneurship, Women Entrepreneurship, Role of Entrepreneurs, Rural Entrepreneurship—Role and Prospects, [8]

Project Identification and Financial Analysis: Meaning of project, project identification, formulation, feasibility analysis, financial analysis-cost and revenue estimates, techniques of financial analysis. [8]

Entrepreneurship Development: Meaning, Objectives, Issues of Entrepreneurship Development Programmes (EDP), EDP Organisations—MDI, EDII, Industrial Sickness and Role of BIFR. [8]

Incentives and Subsidies: Need, Objectives, Schemes and Advantages, Institutional Finance to Entrepreneurs—SIDBI, NABARD, KVIC. [5]

Small-scale Industries: Concept, evolution, role, problems and prospects, policies governing small-scale industries, organizational structure, ownership pattern, export potential of small-scale industries. [10]

Text Books:

1. Desai, Vasant; Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, New Delhi

2. Gupta, C B. & Shrinivasan, N.P.; Entrepreneurship Development in India, Sultan Chand & Sons, New Delhi.

References:

1. Shrivastava, S.B.; A Practical guide to Industrial Entrepreneurs, Sultan Chand & Sons, New Delhi
2. Holt, David H., Entrepreneurship-New Venture Creation, Prentice Hall of India, New Delhi.
3. Ghosh, Biswanath; Entrepreneurial Development in India National Publishing House, Jaipur
4. Dr.Arun Kaulgod; Entrepreneurial Management, Vikas Publishing, New Delhi

BM 382 Industrial Law **3-0-0-3**

The factories Act, 1948 : Objects, provisions relating to hazardous process, health, safety, welfare, working hours, leave etc. of workers, approval, licensing and registration of factories , manager and occupier – their obligations, power of the authorities under the Act, penal Provisions. [5]

The payment of Bonus Act, 1965: Object, Scope and Application, Definitions, Calculation of amount payable as Bonus, Eligibility for Bonus, Disqualification for Bonus; Minimum & maximum Bonus, Set on & Set off of Allocable Surplus, Application of Act in Establishment in Public Sector, Bonus linked with Production or Productivity. [6]

The Industrial Disputes Act, 1947: Objects, authorities for settlement of industrial disputes, reference of industrial disputes, procedure, powers and duties of authorities, settlements and awards, strikes , lock-outs, lay-off, retrenchment, transfer and closure, unfair labour practices, miscellaneous provision. [5]

The payment of Wage Act, 1936: Objects, Application, responsibility for payment of wages, wage periods, time-limits, Deduction from wages , remedy available to worker for delay or unauthorized education.

The Minimum Wages Act, 1948: Objects, Application, Minimum Fair and Living Wages, Determination of minimum wage, Taxation of minimum wage, Advisory Board, remedy to worker for non -payment of minimum wages. [10]

The Payment of Gratuity Act, 1972: Object, continuou s service, controlling authority, payment of Gratuity, Compulsory insurance, Nomination, Recovery of Gratuity, Protection of Gratuity. [6]

The Workmen's compensation Act, 1923: Objects, Employer's liability for compensation, amount of compensation, distribution of compensation, notice and claims, remedies of employers against stranger, commissioners for workmen's compensation. [7]

Text Book

1. Malik P. L, Labour and Industrial Law, Eastern Book Company, Lucknow

References:

1. Sharma J. P, Simplified Approach to Labour Laws, Bharat Law House Pvt. Ltd, New Delhi
2. Kumar H. L, Digest of Labour Cases-1990 –2009, Universal Law Publishing Co Pvt Ltd, Delhi
3. Singh Avtar, Introduction to Labour & Industrial Law, Wadhwa and Company, Nagpur
4. Sharma J. P, Employees' Provident Funds and Miscellaneous Provisions Act, 1952 with frequently Raised Queries including Schemes & Rules, 2nd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi
5. Sharma J. P, Employees' State Insurance Act, 1948 with Frequently Raised Queries, 2nd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi
6. Sharma J. P, Factories Act, 1948 with Frequently Raised Queries , 2nd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi

FA 342 Quantitative Techniques and Applications-II 3-0-0-3

Inventory Management: Need, types of inventory, inventory costs, models of inventory management, selective approach to inventory control. [5]

Game Theory: Game models, Solution of 2 x n and m x 2 games, Use of linear programming and Graphical techniques. [5]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. [4]

Simulation: Process of simulation, Monte Carlo technique, Advantages and Disadvantages, Applications in queuing and Inventory problems. [4]

Decision Making: Decision making under Risk and Uncertainty**,** Pay-off table**,** Decision rules, Decision Tree. [4]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. [10]

Replacement Problems: Types of Replacement situations, Group Replacement Policy. [4]

Investment and Risk Analysis: Investment Evaluation criteria—Time adjusted Cash-flow methods and Non-discounted Cash-flow methods, Investment under uncertainty, Certainty equivalent coefficient, Probability and Expected value. [3]

Text Book

1.Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur
3. Kapoor V.K.: Operation Research; Sultan Chand & Sons, Delhi
4. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi

FA 382 Security Analysis and Portfolio Management-II 3-0-0-3

Portfolio Analysis- Traditional portfolio analysis, stock market efficiency, portfolio analysis- risk and return, effect of combining securities, diversification, markowitz model, location of efficient frontier. Selecting an optimal portfolio – Sharpe single index model [8]

Capital asset pricing – Capital asset pricing model-assumptions, capital market line, security market line, arbitrage pricing theory and factor models. [7]

Portfolio performance measurement and evaluation- Measurement of portfolio performance-methods of calculating portfolio risk and return, risk adjusted portfolio performance measures-Sharpe, Treynor and Jensen models, components of portfolio performance-stock selection and market timing. [12]

Portfolio revision – Active and passive strategies & formula plans in portfolio revision. Mutual funds- types, performance evaluation of mutual funds, functions of Asset management Companies. [5]

Derivatives- Meaning, hedging, forwards, futures, options and swaps, difference & uses of futures and options. [7]

Text Book

1.P.Pandiyan**,** Security Analysis and Portfolio Management, Vikas Publications, New Delhi

References:

1. Donalds E. Fischer & Ronald J. Jordan: Security Analysis and Portfolio Management; Prentice Hall, New Delhi**.**
2. James L. Farrell, Jr.: Portfolio Management; McGraw Hill, (Finance Series), New York.
3. Russell J. Fuller and James L. Farrell: Modern Investment and Security Analysis; McGraw Hill, Int. Ed. (Finance Series), New York.
4. Sharpe, William F., Alexander Gorden J. and Baily Jafery V.: Investments; Prentice Hall of India, New Delhi.
5. Bhalla V. K.: Investment Management, Security Analysis and Portfolio Management; Sultan Chand, New Delhi.
6. Hull J.C.: Options, Futures and Other Derivatives; Prentice Hall of India, New Delhi.
7. Haugen Robert: Modern Investment Theory; Prentice Hall of India, New Delhi.

CO 311 Dissertation 0-0-0-6

Evaluation of Internship would comprise of dissertation and Viva-voce

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY

(ISO 14001:2004 certified)

(State University under section 2/f of the U.G.C. Act 1956)

Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)

College of Business Management, Economics & Commerce

Phones: (01573) 225001-12 (12 Lines) • Fax: (01573) 225044

E-mail: dean.fasc@mitsuniversity.ac.in • Website: www.mitsuniversity.ac.in

Syllabus

BACHELOR OF ARTS (BA) HONS. IN ECONOMICS

(w.e.f. 2016)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

BACHELOR OF ARTS (BA) HONS. IN ECONOMICS

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

No. of Seats: 60

Objective:

The undergraduate programme in economics is structured to impart analytical skills and intellectual advancement to understand the complexities in the working of the economy. It seeks to expose the students to various concepts in economics, mathematics and statistics and encourage them to uphold logical integrity and objectivity in professional endeavours. The course provides a sound theoretical basis in economic theory supplemented by practical applications of theories. The course in mathematics is developed to enable the students to lay a strong foundation in those areas of mathematics that is frequently used to understand the various concepts of economic theory. The objective of statistics course is to cultivate statistical thinking among students by acquainting them with various statistical methods and their application in different fields of economics. Also, the students are trained in using software packages for data analysis.

The first batch of the programme in MUST is proposed to be admitted in the session 2016-2017.

Input Qualification:

Candidate should have passed 10+2 from a recognized board with at least 45% marks and having proficiency in English and Basic Mathematics.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

BA (Hons.) in Economics , Three-Year Programme

Academic Curriculum (2016-17 onwards), First Year

			Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
	Core Courses									
	EM 191	**Principles of Economics-I**	3	1	-	4	3	25	25	50
	EM 161	**Mathematics for Economics-I**	3	1	-	4	3	25	25	50
	EM 171	**Statistics for Economics-I**	2	1	2	4	3	25	25	50
	Ability Enhancement Compulsory Courses									
	EL 101	Foundation Course in English	2	-	-	2	3	25	25	50
	MD 003	Environmental Studies	3	1	-	4	3	25	25	50
	Generic Course									
	EM 181	**Economic History of India 1857-1947**	3	-	-	3	3	25	25	50
		Sub Total	**16**	**4**	**2**	**21**				
	GE 103	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
Spring Semester	**Core Courses**									
	EM 162	**Principles of Economics-II**	3	1	-	4	3	25	25	50
	EM 172	**Mathematics for Economics-II**	3	1	-	4	3	25	25	50
	EM 182	**Statistics for Economics-II**	2	1	2	4	3	25	25	50
	Ability Enhancement Compulsory Courses									
	BM 162	Business Communication	3	-	-	3	3	25	25	50
	CA 141	Application Software Laboratory	-	-	4	2	4	25	25	50
	Generic Course									
	EM 192	**Environmental Economics**	3	-	-	3	3	25	25	50
		Sub Total	**14**	**3**	**6**	**20**				
	GE 104	Proficiency (Non-Credit) #				1				

BA (Hons.) in Economics , Three-Year Programme
Academic Curriculum (2016-17 onwards), Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
Autumn Semester	**Core Courses**									
	EM 241	**Micro Economics -I**	3	1	-	4	3	25	25	50
	EM 251	**Macro Economics- I**	3	1	-	4	3	25	25	50
	EM 261	**Development Economics –I**	3	1	-	4	3	25	25	50
	Skill Enhancement Compulsory Courses									
		Foreign Language-I#	3	-	-	3	3	25	25	50
	EM 271	**Data Analysis-I**	1	-	4	3	3	25	25	50
	Generic Course									
	EM 231	Indian Economy-I	3	-	-	3	3	25	25	50
		Sub Total	**16**	**3**	**4**	**21**				
	GE 203	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
Spring Semester	**Core Courses**									
	EM 242	**Micro Economics -II**	3	1	-	4	3	25	25	50
	EM 252	**Macro Economics -II**	3	1	-	4	3	25	25	50
	EM 262	**Development Economics -II**	3	1	-	4	3	25	25	50
	Skill Enhancement Course									
		Foreign Language-II#	3	-	-	3	3	25	25	50
	EM 272	**Data Analysis-II**	1	-	4	3	3	25	25	50
	Generic Course									
	EM 232	Indian Economy-II	3	-	-	3	3	25	25	50
		Sub Total	**16**	**3**	**4**	**21**				
	GE 204	Proficiency (Non-Credit) #				1				

BA (Hons.) in Economics , Three-Year Programme

Academic Curriculum (2016-17 onwards), Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	**EM 371**	**Micro Economics - III**	3	-	-	3	3	25	25	50
	EM 381	**Public Finance-I**	3	-	-	3	3	25	25	50
	EM 391	**Elementary Econometrics**	3	-	-	3	3	25	25	50
	EM 303	**International Economics-I**	3	-	-	3	3	25	25	50
	EM 313	**Monetary Economics-I**	3	-	-	3	3	25	25	50
	EM 323	**Dissertation****	-	-	-	6				
		Sub Total	**15**	**-**	**-**	**21**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	**EM 372**	**Macro Economics - III**	3	-	-	3	3	25	25	50
	EM 382	**Public Finance-II**	3	-	-	3	3	25	25	50
	EM 392	**Applied Econometrics**	3	1	-	4	3	25	25	50
	EM 304	**International Economics-II**	3	-	-	3	3	25	25	50
	EM 314	**Monetary Economics-II**	3	-	-	3	3	25	25	50
	EM 324	**Financial Economics**	3	1	-	4	3	25	25	50
		Sub Total	**18**	**2**	**-**	**20**				
		Total Credits	**101**	**15**	**4**	**124**				
	GE 306	Proficiency (Non-Credit) #				1				

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE :*** *End Term Examination*

** Course Work (CW) would include regularity, evaluation of assignments, surprise tests, etc.*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***Evaluation of Dissertation would comprise of Project Report and Viva-voce.*

COURSE DESCRIPTION

BA (Hons.) in Economics

Autumn Semester-First Year

EM 191 Principles of Economics-I 3-1-0-4

Basic Concepts of Economics: Scope, Fields and Methods of Economics, The Economic Policy, PPF, Different economic systems, Graphs and its uses, Slope: nature and measurement, Demand and supply and their determinants, Market Equilibrium, Price rationing and alternative Rationing Mechanisms, Price Elasticity and its determinants [12]

Consumption and Production: Utility, Diminishing MU, Meaning and Properties of Indifference curves, Budget constraints, Consumers' optimum choice, Income and Substitution effects, Consumer Surplus, Production, Productivity, Behaviour of profit maximizing firms, Production Functions with one variable factor and with two variables factor of production, Isoquant and Isocost lines [13]

Perfect and Imperfect Market: Cost and Revenue Functions: Accounting and Economic costs, Costs in the short run, Fixed costs, variable costs, Marginal costs, Long run AC and MC, TR,MR,AR, Output decision taking Costs and Revenues (Total and Marginal methods), Features of Perfect and Imperfect Perfect Competition [8]

Input Markets: Input Markets: Labour, Land and Capital Markets, Demand for inputs, Diminishing Returns, Marginal Revenue Product, Input demand curve, Labour Market and demand for labour, Shifts in input demand curves, Land markets and rent, Capital Market, Capital Income-Interest and profit [9]

International Economics: Trade surpluses and deficits, The economic basis for trade--absolute advantage and comparative advantage, Terms of trade, Exchange rates, Trade Barriers--tariffs, subsidies and quotas, The cases for free trade or protection [10]

Text Book:

1. Case Karl E. and Fair Ray C. Principles of Economics, Pearson Education Asia.

References:

1. Mankiw N. Gregory. Principles of Economics, Thomson.
2. Stiglitz J.E. and Walsh C.E. Principles of Economics, W.W. Norton & Co, New York.

EM 161 Mathematics for Economics-I 3-1-0-4

Basic Concepts: Sets and set operations, Real Numbers, Ordered pairs, Cartesian products, Intervals, Some properties of Point Sets in R^n – Euclidean distance, Neighbourhood, Boundary point of a set, Open, closed and bounded sets, Convex combination, Convex sets, Interior points, Strict convexity vs weak convexity	[10
Relations and Functions: Types of functions: polynomial functions- linear, Quadratic, Cubic and n^{th} degree polynomial, Rational functions, Rectangular hyperbola, Power, Exponential and logarithmic functions, Composite functions, The inverse function, Sequence and series- the concept of convergence of a sequence and its limit at a point, Properties of a convergent sequence, Series- arithmetic, geometric and harmonic	[10]
Differential Calculus: Univariate calculus, Continuity of a function, The concept of slope of a function, Derivative of a function, Conditions for differentiability, Rules of differentiation: sums, products and quotients of functions, Composite functions and the Chain Rule, Inverse functions, Derivative of different types of functions, Indeterminate forms and L'Hospital's Rule, Second and higher order derivatives, Applications to verify concavity and convexity, Taylor's series formula and the mean value theorem	[14]
Linear Algebra: Systems of linear equations: properties of their solution sets, Matrices: addition, product, rank of a matrix, Determinants and their properties, Inverse of a matrix, Application of Cramer's rule for solution of a system of linear equations	[8]
Vector Spaces: Algebraic and geometric properties, Scalar products, Basis of a vector space, Orthogonality, Linear transformations: properties, The Eigenvalue problem, Spectral decomposition of a square matrix, Quadratic Forms- positive/negative definite, Semi-definite and indefinite forms	[10]

Text Book:

1. Chiang Alpha C. and Wainwright Kevin (2013). Fundamental Methods of Mathematical Economics, McGraw Hill.

References:

1. Sydsaeter Knut and Hammond Peter J. Mathematics for Economic Analysis, Pearson Educational Asia.
2. Silberberg Eugene and Suen Wing. The Structure of Economics: A Mathematical Analysis, Irwin McGraw Hill.
3. Hoy, Michael, John Livernois, Chris Mckenna, Ray Rees and Thanasis Stengos, Mathematics for Economics, PHI Learning.
4. Alpha C. Chiang(1984). Fundamental Methods Of Mathematical Economics. (New Delhi: MC graw Hill, International Book Company).
5. Edward T. Dowling(1980). Introduction to Mathematical Economics (New Delhi: Tata MCgraw-Hill publishing company Ltd.).

EM 171 Statistics for Economics-I 2-1-2-4

Measures of Central Tendency: Arithmetic Mean, Median and Mode, Properties of Arithmetic Mean, Graphical Location of Median and Mode, Comparison of Mean, Median and Mode, Geometric and Harmonic Mean [10]

Index Number: Their Concept as Weighted Averages, Problems in the Construction of Index Numbers, Chain Index, Cost of Living Index Number , Wholesale Price Index and Cost of Living Index in India, Base Shifting, Uses of Index Numbers [8]

Dispersion, Skewness and Kurtosis: Range, Quartile Deviation, Mean Deviation and Standard Deviation, Properties of Standard Deviation, Comparison of Different Measures of Dispersion, Measures of Relative Dispersion-- Curve of Concentration [10]

Measurement of Inequality: Gini Coefficient and Coefficient of Variation/Lorenz Curve, Measures of Skewness and Kurtosis, The Concept of Moments [8]

Correlation Analysis: Elementary Analysis of Linear Correlation: Covariance, Scatter Diagram, Coefficient of Simple Correlation–Properties and the Method of Calculation, Concept of Spearman's Rank Correlation [8]

Regression Analysis: The Concept of Regression, Regression Lines and their Estimation in a Bivariate series, Least Squares Method, The Concept of R^2 and Standard Error of Estimate [8]

Text Book:

1. Gupta, S.P. Statistical Methods, Sultan Chand & Sons, New Delhi.

References:

1. Goon A. M, Gupta M. K. and Dasgupta B. Fundamentals of Statistics, Vol-I World Press, Kolkata.
2. Mood. A. M, Graybill, F A. and Boes D. C. Introduction to the Theory of Statistics, McGraw Hill.
3. Mukyopadhyay P. Mathematical Statistics. Kolkata Publishing House.
4. Murray R. Speigel Theory & Problems of Statistics, Schaum's Publishing Series.
5. Nagar and Das, Basic Statistics, OUP.
6. Gupta, S.C. and Kapoor, V. K. Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.

EL 101 Foundation Course in English 2-0-0-2

Sentence Structure: Elements of a sentence (Subject, Verb, Object, Complement and Adjunct) [4]

Transformation of Sentence Structure: Degrees of adjectives, Active and Passive Voice (statement, negative, interrogative and imperative), Direct and Indirect narration (statement, negative, interrogative and imperative) [4]

Correct Usage of Language: Tenses (Present, Past and Future), Modals (can, could, will, would, shall, should, may, might, must, ought to, need) Phrasal verbs, Determiners (a, an, the, little, a little, few, a few, much, more, most) [4]

Writing Skills: Theme (Paragraph) writing, Letter (formal, informal, business letters) and application writing, report writing, résumé writing [6]

Common Errors in Effective Communication: How to avoid common sentence– structural errors, vocabulary and pronunciation [4]

Reading Comprehension: Efficient reading and note taking. [4]

Text Book:

1. Leech Geoffery, English Grammar for today, Longman, Delhi.

References:

1. Hornby A.S.: A Guide to patterns and usage, Oxford University Press, Delhi.
2. Murphy and Reynold: Essentials of English grammar, Cambridge University Press.
3. Wren & Martin: English Grammar & Composition, S.Chand & Co, Delhi.
4. Quirk & Greenbaum: University English Grammar, Longman Publications.
5. Sharma, R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi.

MD 003 Environmental Studies 3-1-0-4

Environmental Science: Definition, scope and importance, Multidisciplinary nature [2]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); geneenvironment interaction; Endangered and endemic species of India [6]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature Suggested Case studies: i) Cultural Basics of our Environmental Crisis: ii) Ecofeminism [6]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources Suggested Case Studies: i) What has posterity ever done for me? ii) Energy policy and further future: The identity problem [6]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. Suggested Case Studies i) The tragedy of the commons: ii) We all live in Bhopal iii) The Silent Spring; [6]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health. Suggested Case Studies: i) Earth the Crowded Planet ii) Famine Affluence and morality iii) The world food supply [6] Protection and Prevention of Environment [6]

Protection and Prevention of Environment with Special intervention: Environment Protection and the Law: Constitution Provisions Relating to Environment, Constitutional provisions about [6]

states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil). Primary Protective Laws: Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010. Secondary Laws: Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it

Sustainable Development (Objective and Application): Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics Case studies a. Management Sciences: Carbon Credits and Trading, green marketing and cause related marketing b. Science and Engineering Issues: Organic farming, Renewable energy. c. Built Environments: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies d. Sustainable fashion: Online study of eco-fashion brands; how India can lead? e. Judicial activism [11]

Field Trip & Report writing: (Any one of the following) i) Visit to renewable energy site ii) Visit to biodiversity park iii) Workshop on sustainable fashion iv) Shekhawati and its environment v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

Text Books:

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001).
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004).

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015).
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986).
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973).
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press.
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987).
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992).

EM 181 Economic History of India 1857-1947 3-0-0-3

Introduction: Colonial India: Background and Overview of colonial economy, Macro Trends: National Income, Population, Occupational structure [11]

Agriculture and Industry: Agrarian structure and land relations, Agricultural markets and institutions – credit, commerce and technology, Trends in performance and productivity, Famines, Railways, The de-industrialisation debate, Evolution of entrepreneurial and industrial structure, Nature of industrialisation in the inter war period, Constraints to industrial breakthrough, Labor relations [15]

Economy and State in the Imperial Context: The imperial priorities and the Indian economy, Drain of wealth, International trade, capital flows and the colonial economy – changes and continuities, Government and fiscal policy [13]

Text Book:

1. Tirthankar Roy, The Economic History of India 1857-1947, Oxford University Press, 3rd edition, 2011.

References:

1. Irfan Habib, Indian Economy 1858-1914 (A People's History of India), Vol.28, Tulika.
2. R Dutta and K P M Sundaram: Indian Economy, S Chand.
3. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
4. Mishra and Puri: Indian Economy, Himalaya.

Spring Semester-First Year

EM 162 Principles of Economics-II 3-1-0-4

Introduction to Macroeconomics: The roots of macroeconomics, Difference between micro and macro economics, Macroeconomic concerns, Role of government in the macro economy, Components and Methodology of the macro economy, National Income Accounting, Black economy,The Classical System: The Full-Employment Model: Macroeconomic Equilibrium, the labour market, the product market, the capital market, extending the full employment model [18]

The Simple Keynesian Model: Aggregate expenditure and equilibrium output--aggregate output and aggregate income, Equilibrium aggregate output, Government participation in the economy, Fiscal policy at work--The Multiplier effect, Money in the Modern Economy, Characteristics of a monetary economy, The demand for money, The supply of money and overall liquidity position, Credit creation [16]

Inflation and Open Economy: The causes of inflation, Level of prices and the value of money, Fisher effect, Cost of inflation, Balance of Payments--The current and capital account, Determining equilibrium output in an open economy, Open economy with flexible exchange rates--Markets for foreign exchange, Factors affecting exchange rates, Effects of exchange rates on the economy [18]

Text Book:

1. Mankiw N. Gregory. Principles of Economics, Thomson.

References:

1. Stiglitz J.E. and Walsh C.E. Principles of Economics, W.W. Norton & Co, New York.
2. Stone R. and Stone G. National Income and Expenditure, Bowes and Bowes London.
3. Case Karl E. and Fair Ray C. Principles of Economics, Pearson Education Asia.

EM 172 Mathematics for Economics-II 3-1-0-4

Optimization: Necessary conditions for unconstrained maxima and minima, Points of inflection, Second order conditions, Optimization over an interval, Multivariate calculus: partial and total differentials of first and second order Applications to verify convexity/ concavity and quasi-convexity/quasi-concavity, Unconstrained optimization- first order conditions for optimization, Second order conditions, Constrained optimization with equality constraints: Lagrange method- first and second order conditions	[19]
Integral Calculus: Techniques of integration- substitution rule and integration by parts, Riemann integral- partition over an interval and Riemann Sum, Integrability of a function, fundamental theorem of integral calculus, properties of definite integrals, Improper integrals- applications in measuring consumer surplus and present value of an indefinite stream of payments under continuous discounting	[18]
Dynamics Methods: Linear first-order difference equations, Non-linear first order difference equations, Linear second order difference equations, Linear first order differential equations, Non-linear first-order differential equations, Linear second order differential equations	[15]

Text Book:

1. Chiang Alpha C. and Wainwright Kevin (2013). Fundamental Methods of Mathematical Economics, McGraw Hill

References:

1. Sydsaeter Knut and Hammond Peter J. Mathematics for Economic Analysis, Pearson Educational Asia.
2. Silberberg Eugene and Suen Wing. The Structure of Economics: A Mathematical Analysis, Irwin McGraw Hill.
3. Hoy, Michael, John Livernois, Chris Mckenna, Ray Rees and Thanasis Stengos, Mathematics for Economics, PHI Learning.
4. Alpha C. Chiang(1984). Fundamental Methods Of Mathematical Economics. (New Delhi: MC graw Hill, International Book Company).
5. Edward T. Dowling(1980). Introduction to Mathematical Economics (New Delhi: Tata MCgraw-Hill publishing company Ltd.).
6. RGD Allen(1986). Mathematical Analysis for Economists (New Delhi: Macmillan India Ltd).

EM 182 Statistics for Economics-II 2-1-2-4

Sampling Theory and Probability: Methods of sampling, Types, Properties of random samples, Non-random sampling, Sampling vs. non-sampling errors, Probability: Concepts of Sample Space and Events, Probability of an Event, Addition and Multiplication Theorems, Conditional Probability and Independence of Events, Bayes theorem [15]

Probability Distributions: Concept of a Random Variable, Discrete and Continuous Random Variable, Probability Density Function, Mathematical Expectation and its Properties, Sampling Distribution of Sample Mean and Variance, Theoretical Distributions: Binomial, Poisson and Normal distribution-its properties, Central Limit Theorem [17]

Estimation and Hypothesis Testing: Parameter and statistic, Estimates and estimators, Point estimators and its properties, Confidence intervals for population parameters, Hypothesis: null vs alternative hypotheses, Type I and Type II errors, Power of a test, Concept of degrees of freedom, Hypotheses testing related to population parameters based on *Z-test, t-test,* χ^2*-test, and F-test* [20]

Text Book:

1. Gupta, S.P. Statistical Methods, Sultan Chand & Sons, New Delhi.

References:

1. Goon A. M, Gupta M. K. and Dasgupta B. Fundamentals of Statistics, Vol-I World Press, Kolkata.
2. Mood. A. M, Graybill, F A. and Boes D. C. Introduction to the Theory of Statistics, McGraw Hill.
3. Mukyopadhyay P. Mathematical Statistics. Kolkata Publishing House.
4. Murray R. Speigel Theory & Problems of Statistics, Schaum's Publishing Series.
5. Nagar and Das, Basic Statistics, OUP.
6. Gupta, S.C. and Kapoor, V. K. Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.

BM 162 Business Communication 3-0-0-3

Introduction: Basic forms of communication, Communication models and processes, Effective communication, Theories of communication, Audience analysis [5]

Corporate Communication: Formal and Informal Communication networks, Grapevine, Miscommunication (Barriers), Improving Communication, Practices in Business Communication and Group discussions [6]

Report Writing: Introduction to a proposal, Elements of a Report, Short report and formal report, Report Preparation and Presentation [3]

Oral Presentation: Principles of oral presentations, Factors affecting presentation, Sales presentation, Training presentation, Conducting surveys, Speeches to motivate, Effective presentation skills and , Individual and group presentations [8]

Non-Verbal Aspects of Communication: Body language, Kinesics, Proxemics, Para language [3]

Effective Listening: Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars [7]

Interviewing Skills: Appearing in interviews, Conducting interviews, Writing resume and Letter of Application, Mock interviews [5]

Modern Forms of Communication: Fax, E-mail, Video-conferencing and their uses in business [2]

Text Book:

1. Kaul, Business Communication, Prentice Hall, New Delhi.

References:

1. Gupta, C.B., Business Communication, Sulthan Chand & Sons, New Delhi.
2. Rajendra Pal and Korlhalli J.S., Essentials of Business Communication , Sultan Chand & Sons, New Delhi.
3. Nirmal Singh, Business Communication Principles, Methods and Techniques - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Sharma, R.C., and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw McGraw-Hill Publishing Company Limited, New Delhi

CA 141 Application Software Laboratory 0-0-4-2

Introduction: MS office: MS word, Excel, and Powerpoint	[4]
MS WORD: Creating and Designing a Document, Entering text, Word excercise	[7]
Excel: Entering numbers and formulas, Excel excercise	[8]
Powerpoint: Moving and inserting text, Chart organization, Powerpoint excercise	[7]

Text Book:

1. P.K. Sinha, " Fundamentals of Computers", BPB Publication, New Delhi.

References:

1. Peter Norton's, "Introduction to Computers", TMH, New Delhi.
2. R. K Taxali, "PC Software for Windows", TMH, New Delhi.
3. Coutrer, "Mastering Office 2000", BPB Publication, New Delhi.
4. V.Rajaraman, "Introduction to Computer", PHI, New Delhi.

EM 192 Environmental Economics 3-0-0-3

Introduction: Key environmental issues and problems, Economic way of thinking about these problems, Basic concepts from economics, Pareto optimality and market failure in the presence of externalities, Property rights and other approaches [12]

The Design and Implementation of Environmental Policy: Overview, Pigouvian taxes and effluent fees, Tradable permits, Implementation of environmental policies in India and international experience, Transboundary environmental problems, Economics of climate change [12]

Environmental Valuation Methods and Applications: Valuation of non-market goods and services--theory and practice, Measurement methods, Cost-benefit analysis of environmental policies and regulations [8]

Sustainable Development: Concepts, Measurement, Perspectives from Indian experience [7]

Text Book:

1. Roger Perman, Yue Ma, Michael Common, David Maddison and James McGilvray, Natural Resource and Environmental Economics, Pearson Education/Addison Wesley, 4th edition, 2011.

References:

1. Charles Kolstad, Intermediate Environmental Economics, Oxford University Press, 2nd edition, 2010.
2. Robert N. Stavins (ed.), Economics of the Environment: Selected Readings, W.W. Norton, 6th edition, 2012.
3. Robert Solow, An Almost Practical Step toward Sustainability, Resources for the Future 40th anniversary lecture,1992.

Autumn Semester-Second Year

EM 241 Micro Economics-I 3-1-0-4

Consumer's Choice: Consumer preferences, Utility function-ordinal, and cardinal utility, Indifference curves and its properties , Indifference curve in case of -- Perfect substitutes, Perfect complements, Bads, Neutrals, Satiation, Discrete goods and well behaved preferences, Marginal utility and Marginal rate of substitution, Constructing a utility function from indifference curves, Budget constraint, Changes in budget line, Effect of taxes, subsidies, and rationing, Optimal choice and consumer demand in ordinal preferences, optimal choice under different goods and preferences [14]

Demand: Normal and inferior goods, Income offer curve and the Engel Curve, Shapes of income offer curves and Engel Curves in cases of- Inferior good, Perfect substitutes, Perfect complements, Cobb-Douglas preferences, Homothetic preferences, Quasi-linear preferences, Ordinary goods and Giffen goods, Price offer curve and its shapes in different conditions, Inverse demand function, Slutsky and Hicks equation, Compensated demand curves, Consumer's surplus: Marshallian and Hicksian [13]

Production: Inputs and outputs, Technological constraints and production set, Law of variable proportions, Law of returns to scale, Cobb-Douglas production function and its properties [12]

Cost: Fixed and quasi-fixed cost, Sunk cost, Variable costs, Marginal cost, Long-run costs- LAC and LMC, Economies and diseconomies of scale of Production, Dynamic changes in costs-the Learning Curve Profit maximization and cost minimization for a firm in short-run and long-run [13]

Text Book:

1. Ahuja H. L: Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press

EM 251 Macro Economics-I 3-1-0-4

National Income: Concepts of National Income, Rules and Methods of Measurement of National Income, Circular Flow of Income and expenditure in two, three, and four-sector economy, Measuring Inflation rate and Unemployment rate, The Relation between GDP Gap, Inflation rate and unemployment Gap [17]

Classical Macroeconomics: The aggregate supply function-Production function and aggregate supply curve, Say's law of markets, Output and Employment in classical theory, Quantity theory of money and aggregate demand function, classical model with and without saving and investment, Keynes' objection to the classical theory [17]

Keynesian Macroeconomics: Keynesian equilibrium, the consumption function, Effective demand, The multiplier, The simple Keynesian model of income and output determination, Keynes' fundamental psychological law of consumption and its implication, Government participation in the economy, Fiscal policy at work-The Fiscal Multiplier effect [18]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 261 Development Economics-I 3-1-0-4

Economic Growth and Development: Meaning of development and growth, Characteristics of less developed countries, Factors in Economic development, Measuring development and development gap — per capita income, inequality of income and wealth, Gini coefficient, Human Development Index , Physical Quality of Life Index, and other indices of development [17]

Theories of Economic Development: Classical (Smith, Ricardo, Malthus), Marxian – Theory of Social change, Immutable laws, Crisis in capitalism, Schumpeter and capitalist development, Rostow's stages of growth [15]

Approaches to Economic Development: Partial theories of growth and development, Vicious circle of Poverty, Circular causation, Theory of unlimited supply of labour, Big push, Balanced growth, Unbalanced growth, Circular causation theory, Critical Minimum Effort Thesis, Low level of equilibrium trap, Dualism: Technical, Behavioural and Social [20]

Text Book:

1. Ghatak, S. An Introduction to Development Economics, Allen and Unwin, London.

References:

1. Adelman, I. Theories of Economic Growth and Development. Stanford University.
2. Chenery, H. and T.N. Srinivasan (Eds) Handbook of Development Economics, Vols 1 & II Elsevier, Amsterdam.
3. Kindleberger, C. P. Economic Development, McGraw Hill, New York
4. Myint, H. Economic Theory and Underdeveloped Countries. Oxford University Press, New York.
5. Thirwal, A. P. Growth and Development, Macmillan, U. K.

EM 271 Data Analysis-I 1-0-4-3

Describing Data: Construction of graphs and its interpretation, Measure of central tendency-- Mean, Median and Mode and its interpretation, Measures of Deviation and Dispersion, and its uses in economic theory, Skewness and Kurtosis, Dot and Box plots and its explanation on Excel and SPSS statistical Package [18]

Bivariate Analysis: Correlation and its coefficient, Coefficient of determination, Testing the significance of the coefficient of correlation, Least square principle, Drawing the regression line, Assumption underlying linear regression on Excel and SPSS statistical Package [21]

Text Books:

1. Darren, G.: SPSS for Windows Step by Step: A Simple Guide and References 18.0 update (11th edition), Prentice Hall, New Delhi.
2. Lind, Marchal and Wathen: Basic Statistics for Business & Economics, McGraw Hill, New Delhi.

References:

1. Jaggia and Kelly : Business Statistics, McGraw Hill, New Delhi.
2. Bowerman, O'Connell and Murphree : Business Statistics in Practice, McGraw Hill, New Delhi.
3. Doane and Seward: Applied Statistics in Business and Economics, Tata McGraw-Hill, New Delhi.
4. Davis and Pecar: Business Statistics using EXCEL, Oxford University Press, New Delhi.

EM 231 Indian Economy-I 3-0-0-3

Colonialism and Underdevelopment of the Indian Economy: Meaning of Colonialism, British Rule and the Exploitation of India, The British Rule and India's Underdevelopment, State Policies and Economic Underdevelopment, The theory of drains — its pros and cons, Indian Economy at the Time of Independence, Planning exercises in India - National Planning Committee, Bombay Plan, People's Plan, Gandhian Plan, The Planning Commission [10]

Structure of the Indian Economy: Nature of the Indian Economy- Developing, Dualistic and Mixed Economy, Natural Resources and Ecological Issues- Land, water, Mineral and forest resources, Ecological Imbalance [07]

Broad demographic features: Population size and growth rates, Sex composition, Rural-urban migration, Occupational distribution, Problem of over-population, Population policy, Infrastructure development - Energy, Energy Crisis and Strategy, Transport and Communication [10]

Planning in India: Objectives, Strategy, Broad achievements and failures, Current Five Year Plan — Objectives, allocation and targets, New economic reforms — Liberalization, privatization and globalization, Rationale behind economic reforms, Progress of privatization and globalization [12]

Text Book:

1. Mishra and Puri (Latest Edition): Indian Economy, Himalaya Publication, New Delhi.

References:

1. R Dutt and K P M Sundaram: Indian Economy, S Chand.
2. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
3. Planning Commission: Eleventh Five Year Plan, Vol I, II and III, Academic Foundation.
4. Government of India: Economic Survey (latest issue).

Spring Semester-Second Year

EM 242 Micro Economics-II 3-1-0-4

Analysis of Competitive Markets-I: Properties of Perfect Competition, elasticity and market demand, Elasticity and revenue, Income elasticity and Cross elasticity, Pure competition, Supply decision of a competitive firm, Shut-down condition, Inverse supply function, Profits and producer's surplus in the short run, Long-run supply curve of a competitive firm, Industry supply curve in the short-run, Elasticity and market supply, Industry long-run supply curve, Profits and producer's surplus in the long-run [18]

Analysis of Competitive Markets-II: Evaluation of government policies- consumer and producer surplus, Efficiency of a competitive market, Minimum prices, Price support and Production quotas, Competitive factor market- the market demand and market supply of inputs, Equilibrium in a competitive factor market [16]

Monopoly, Monopsony and Monopolistic Market: Characteristics of Monopoly, Output decision of a monopolist- short-run and long-run equilibrium, Equilibrium of a multiplant Monopolist, Monopoly power and its sources, Deadweight loss from monopoly power, Natural monopoly, Monopsony and monopsony power, Price discrimination, Selling cost and excess capacity in monopolistic competition [18]

Text Book:

1. Ahuja H. L. Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press

EM 252 Macro Economics-II 3-1-0-4

Theories of Consumption and Investment: Consumption function, Absolute, relative, permanent and life cycle income hypothesis, Decisions to invest- Autonomous and Induced investment, MEC and MEI schedule, Profit and accelerator theories of investment, Rate of interest and Rate of investment, Role of finance beyond the interest rate [18]

Neo-classical and Keynesian Synthesis: Neo-classical and Keynesian views on interest, IS-LM approach of interest rate, Elasticity and shifts of IS and LM schedules, Extension of IS-LM model with government sector, Relative effectiveness of monetary and fiscal policies, Crowding out hypothesis, Extension of IS-LM models with labour market and flexible prices [17]

Open Economy Models: International flows of capital and goods, Saving and investment in an open economy, Mundell-Fleming model - Asset markets, Expectations and exchange rates, Open economy under floating and fixed exchange rates, Open economy and policy measures: fiscal, monetary and trade policies [17]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 262 Development Economics-II 3-1-0-4

Economic Development and Institutions: The choice of technology, Appropriate technology and employment in LDCs, Efficiency of small-scale vs. large-scale production, Markets and market failure, State and state failure, Issues of good governance, Need for investment criteria in LDCs: Types, Cost Benefit Analysis, Alternative investment criteria [17]

International aspects of Economic Development: International trade as an engine of growth, Static and dynamic gains from trade, Prebisch, Singer and Myrdal theses vs. free trade, Export-led growth, Tariffs and effective protection, WTO and developing countries, External resources, FDI, Aid vs. trade, Need for planning, Types – Democratic, Decentralized and Indicative planning, Micro-level planning [17]

Development and Environment: Environment- Economy linkage, Environment as a necessity and luxury, Population environment linkage, Allocation problem, Market failure for environmental goods, Environment as a public good, Common Property Resources, Property right approach to environmental problem-property rights approach, Property rights and environmental problems, Coarse theorem, Coarse theorem and transaction cost, Prevention, Control and abatement of pollution, Concept and indicators of sustainable development [18]

Text Book:

1. Ghatak, S: An Introduction to Development Economics, Allen and Unwin, London.

References:

1. Todaro, M. P. Economic Development, Longman, London.
2. Thirwal, A. P. Growth and Development, Macmillan, U. K.
3. Kindleberger, C. P. Economic Development, McGraw Hill, New York.
4. Myint, H. Economic Theory and Underdeveloped Countries. Oxford University Press,New York.
5. Adelman, I. Theories of Economic Growth and Development. Stanford University Press, Stanford.
6. Behrman, S. and Srinivasan T. N. Handbook of Development Economics. Vol.I to III, Elsevier, Amsterdam.
7. Mishra and Puri: Growth and Development, Himalya Publishing House, Delhi.

EM 272 Data Analysis-II 1-0-4-3

Multivariate Analysis: Multiple regression and correlation analysis, Multiple standard error of estimate, ANOVA table and its interpretation, Adjusted coefficient of determination, Evaluating the assumption of Multiple regression on Excel and SPSS statistical package [21]

Hypothesis Tests: One-tailed and Two-Tailed tests of significance: *t-test*, *ANOVA*, *Chi-Square-test* and explanation of result on Excel and SPSS statistical package [18]

Text Books:

1. Lind, Marchal and Wathen: Basic Statistics for Business & Economics, McGraw Hill, New Delhi.
2. Darren, G.: SPSS for Windows Step by Step: A Simple Guide and References 18.0 update (11th edition), Prentice Hall, New Delhi.

References:

1. Jaggia and Kelly : Business Statistics, McGraw Hill, New Delhi.
2. Bowerman, O'Connell and Murphree : Business Statistics in Practice, McGraw Hill, New Delhi.
3. Doane and Seward: Applied Statistics in Business and Economics, Tata McGraw-Hill, New Delhi.
4. Davis and Pecar: Business Statistics using EXCEL, Oxford University Press, New Delhi.

EM 232 Indian Economy-II 3-0-0-3

Important Areas of Concern: Poverty and inequality, Unemployment, Rising prices, Industrial relations [07]

Agriculture: Nature and importance, Trends in agricultural production and productivity, Factors determining productivity, Land Reforms, New agricultural strategy and green revolution, Rural credit, Agricultural marketing [10]

Industry: Industrial development during the planning period, Some Major Industries in India-Iron and Steel, Sugar Industry. Industrial licensing policy — MRTP Act, Competition Act, FERA and FEMA, Growth and problems of small-scale industries, Role of public sector enterprises in India's industrialization [10]

External Sector: Role of foreign trade, Trends in exports and imports; Composition and direction of India's foreign trade, Balance of payments crisis and the New economic reforms — Export promotion measures and the new trade policies, Foreign capital — FDI, Aid, Multinational corporations (MNCs) [12]

Text Book:

1. Mishra and Puri (Latest Edition): Indian Economy, Himalaya Publication, New Delhi.

References:

1. R Dutt and K P M Sundaram: Indian Economy, S Chand.
2. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
3. Planning Commission: Eleventh Five Year Plan, Vol I, II and III, Academic Foundation.
4. Government of India: Economic Survey (latest issue).

Autumn Semester-Third Year

EM 371 Micro Economics-III 3-0-0-3

Game Theory: Game Theory: The pay-off matrix of a game, Two person zero sum and constant – sum game, Pure strategy and saddle point solutions, Concept of Nash equilibrium, Method of dominance and mixed strategies, Prisoner's Dilemma and the Commons problem [12]

Oligopoly: Characteristics and sources of oligopoly, Price and Output Determination under Oligopoly, Duopoly, Kinked Demand curve, Collusive Oligopoly: Cartels-Joint profit maximization and market sharing; Price Leadership – model of low cost firm, large dominant firm and barometric price leadership, Concepts of single and multiple basing point price system [13]

General Equilibrium and Welfare Economics: Interrelations and Interdependence of Markets, General Equilibrium in Exchange and Production, General Equilibrium in Competitive Product Market, Pareto optimality, Competitive equilibrium and pareto optimality, Welfare theorems, Social welfare functions, Concept of fairness, Arrow's impossibility theorem [14]

Text Book:

1. Ahuja H. L: Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press.

EM 381 Public Finance-I 3-0-0-3

Public Goods: Meaning and scope of public finance, Public finance vs. private finance, Fiscal functions allocation, Distribution and stabilisation role of government, Public goods - pure and partial public goods, Private goods and merit goods, Characteristics of public goods, Rationale of public provision of public goods, Free rider problem and externality, Role of government – taxes vs. regulation, Fundamental principle of public finance – Maximum Social Advantage [12]

Public Expenditure: Classification and growth of public expenditure, Wagner's law of increasing state activity, Peacock- Wiseman Hypotheses, Canon of public expenditure, Effects of public expenditure on production, Distribution and economic activities, Public sector pricing policy-average cost and marginal cost pricing, Criteria for public investment- Social cost-benefit analysis, Evaluation under risk and uncertainty [13]

Public Revenue: Sources and classification of public revenue- tax and non tax revenue, Direct and indirect taxes, Effects of tax on production, Distribution and economic activities, Principles of taxation – Benefit theory, Ability to pay theory, Burden of taxation, Neutrality in taxation, Shifting and incidence of taxation, Taxable capacity, Allocative and equity aspect of taxation [14]

Text Book:

1. Tyagi, B.P. Public Finance (Latest edition), Jai Prakash Nath & Company, Meerut.

References:

1. Atkinson and Stiglitz. Lectures on Public Economics.
2. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
3. Musgrave, R.A, The Theory of Public Finance.
4. Houghton J. M. The Public Finance: Selected Reading, Penguin.
5. Goode R. Government Finance in Developing Countries. Tata McGraw Hill.
6. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
7. Musgrave, R.A. Public Finance in Theory and Practices. McGraw Hill.

EM 391 Elementary Econometrics 3-0-0-3

Introduction: Definition, Nature and Methodology of Econometrics [6]

Regression Models: Two-variable linear regression model, Assumptions, OLS method of estimation, Importance of stochastic error term, Gauss-Markov theorem, Standard Errors of regression coefficients, Concepts and derivation of R^2 and adjusted R^2, ANOVA, Normality assumptions, Maximum likelihood estimation, K-variable linear regression model, estimation of the model [18]

Problems in Regression Analysis: Multicollinearity- sources, effects, detection and solution; Heteroscedasticity- tests, consequences, solution; Autocorrelation- sources, consequences, detection, remedies [15]

Text Book:

1. Gujrati, D.N. & Sangeetha : Basic Econometrics, Tata McGraw Hill Education Private Limited, New Delhi.

References:

1. Koutsoyiannis, A.: Theory of Econometrics, Macmillan Press Ltd, London.
2. Johnston, J. & Dinardo, J.: Econometric Method, Wiley & Sons, New York.
3. Woolridge, J.F. : Introductory Econometrics: A Modern Approach, South-Western College Publication, Mason.
4. Gupta S.C and Kapoor V.K., Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.
5. Kmenta J., Elements of Econometrics, University of Michigan Press.

EM 303 International Economics-I 3-0-0-3

Importance of Trade and Trade Theories: Importance of the study of International Economics, Inter-regional and international trade, Theories of absolute advantage, Comparative advantage and opportunity cost, Factor Endowments and Heckscher-Ohlin theory of trade — its main features, assumptions and limitations, Empirical studies - Leontief Paradox, Rybzynski effect, Factor price equalization and Stolper-Samuelson Theorem [13]

Trade and Economic Growth: Gains from trade— their measurement and distribution, Technical Progress and International Trade, Growth and Trade: Small and Open country cases, Concepts of terms of trade and their importance in the theory of trade, Doctrine of reciprocal demand — its importance and limitations in the theory of trade [14]

International Trade Policy: Trade restrictions: Tariff, Partial Equilibrium analysis of Tariff, Theories of Tariff structure, Import Quotas and other Non-tariff barriers, Economic Integration: Customs Union and Free Trade Areas, WTO and India [12]

Text Book:

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London.

References:

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Walter, Krause : International Economics, Houghton Miffin Publisher, Boston.
5. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.
6. Mithani, D.M.: International Economics, Himalya Publishing House, Delhi.

EM 313 Monetary Economics-I 3-0-0-3

Demand for Money: Classical and Keynesian approaches to demand for money, Post-Keynesian approaches to demand for money — Patinkin and the Real Balance Effect, Approaches of Baumol and Tobin, Friedman and the modern quantity theory [13]

Supply of Money: RBI approach to money supply, High powered money and money multiplier, Money supply and open economy, Mechanistic and behavior model of money supply, Control of money supply [13]

Commercial Banking: Meaning, Functions of commercial banks, the process of credit creation and its limitations, Balance sheet of Commercial banks, Investment policy, Recent reforms in banking sector in India [13]

Text Book:

1. Hajela, T N (2008). Monetary Economics, Konark Publisher Pvt. Ltd., New Delhi.

References:

1. Lewis M. K. and P.D.Mizen (2000): Monetary Economics, Oxford.
2. Jadhav Narendra (2006): Monetary Policy, Financial Stability & Central Banking, Macmillan.
3. Baye and Jansen(1996): Money, Banking and Financial Markets, AITBS.
4. Gail E. Makinen (1978): Macroeconomics: Concepts, Theories and Policies, Money, The Price Level and Interest Rate, Prentice hall India Ltd.
5. David E.W.Laidler(1977): The Demand for Money: Theories & Evidence, Dun-Donnelly.
6. O. P. Kotwal (1987): Theories of Inflation: A Critical Survey, Tata-McGraw-Hill Publishing Co. Ltd.
7. Ackley G, (1978): Macroeconomics: Theory & Policy, New York, Macmillan.

Spring Semester-Third Year

EM 372 Macro Economics-III 3-0-0-3

New Classical Macroeconomics: The new classical critique of micro foundations, New classical approaches- the Phillips curve, Natural rate of unemployment, Rational expectations, Lucas on micro foundation of macroeconomics, Policy implications of new classical approach — empirical evidence [14]

Theories of Growth: Harrod-Domar model- instability of equilibrium, Solow and Kaldor growth models, Technological progress - embodied and disembodied technical progress: Hicks and Harrod approach [12]

Business Cycle: Nature and characteristics of business cycle, Schumpeterian theory of business cycle, The concept of accelerator, Samuelson and Hicks multiplier-accelerator interaction model, Monetary and Overinvestment theories, Control of trade cycles [13]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 382 Public Finance-II 3-0-0-3

Public Debt: Sources of public borrowing, Importance of public borrowing, Effects of public debt, Tax vs. Debt, Burden of public debt-classical approach, Shifting of debt burden, Intergenerational shifting, Methods of debt redemption, Debt management [12]

Budget: Concepts, Balanced vs. unbalanced budget, Balanced budget theorem and its criticism, Budgetary deficits and their limitations, Budget as an instrument of Economic policy, Zero based budgeting, Salient features of the recent union budget of India [13]

Issues in Indian Public Finance: Black money, Taxation of agriculture, Subsidies, Tax reforms in India: DTC and GST, Tax evasion, Trends in deficit spending, Expenditure reform, Shrinking size of development finance through budgets, Financial autonomy: centre state financial relation [14]

Text Book:

1. Tyagi, B.P. Public Finance (Latest edition), Jai Prakash Nath & Company, Meerut.

References:

1. Atkinson and Stiglitz. Lectures on Public Economics.
2. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
3. Musgrave, R.A, The Theory of Public Finance.
4. Houghton J. M. The Public Finance: Selected Reading, Penguin.
5. Goode R. Government Finance in Developing Countries. Tata McGraw Hill.
6. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
7. Musgrave, R.A. Public Finance in Theory and Practices. McGraw Hill.

EM 392 Applied Econometrics 3-1-0-4

Regressions with Qualitative Independent Variables: Dummy variable technique — Testing structural stability of regression models comparing to regressions, Interaction effects, Seasonal analysis, Piecewise linear regression, Use of dummy variables, Regression with dummy dependent variables — Applications [16]

Time Series Analysis: Stationarity, unit roots, Co-integration-spurious regression, Dickey-Fuller test, Engle-Granger test, Random walk model, Forecasting with ARIMA modelling, Box-Jenkins methodology, Vector Autoregression, Problems with VAR modelling — Applications [19]

Panel Data Techniques: Panel data techniques — Random coefficients model, Fix effects model, Random effect model [17]

Text Book:

1. Gujrati, D.N. & Sangeetha : Basic Econometrics, Tata McGraw Hill Education Private Limited, New Delhi.

References:

1. Koutsoyiannis, A.: Theory of Econometrics, Macmillan Press Ltd, London.
2. Johnston, J. & Dinardo, J.: Econometric Method, Wiley & Sons, New York.
3. Woolridge, J.F. : Introductory Econometrics: A Modern Approach, South-Western College Publication, Mason.
4. Gupta S.C and Kapoor V.K., Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.
5. Kmenta J., Elements of Econometrics, University of Michigan Press.

EM 304 International Economics-II 3-0-0-3

Exchange Rate: Concept and Types of Exchange Rate, Fixed versus Flexible exchange rate, Demand for and Supply of foreign exchange, Exchange Rate Determination: Trade or Elasticity Approach, Purchasing-Power Parity Theory, The Monetary Model to Exchange Rates, Asset or Portfolio Model of Exchange Rates, [13]

Balance of Trade and Payments: Concepts and components of balance of trade and balance of payments, Equilibrium and disequilibrium in balance of payments, Consequences of disequilibrium in balance of payments, Various measures to correct deficit in the balance of payments, Monetary approach to Balance of Payments, Concept and implications of foreign trade multiplier [14]

International Economic Institution: Functions of GATT/WTO (TRIPS, TRIMS), UNCTAD, IMF, World Bank and Asian Development Bank — achievements and failures, Forms of economic co-operation, Reforms for the emergence of international monetary system and trading blocs at the global level [12]

Text Book:

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London.

References:

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Walter, Krause : International Economics, Houghton Miffin Publisher, Boston.
5. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.
6. Mithani, D.M.: International Economics, Himalya Publishing House, Delhi.

EM 314 Monetary Economics-II 3-0-0-3

Central Banking: Functions of a central bank, Quantitative and qualitative methods of credit control — The Reserve Bank of India: Roles and Functions, Monetary Policy of the RBI, Liquidity Adjustment Facility (LAF), Limitations of monetary policy of RBI [13]

Financial Markets: Structure of money market and capital market — Call money market, Treasury bill market, Commercial bill market including commercial paper and certificate of deposits, Government securities market, Primary and secondary market for securities [12]

NBFIs: Definition and Types of NBFIs: UTI, Mutual Funds, Insurance Companies, Provident Funds and Pension Funds, Growth and impact of NBFIs, Control of NBFIs, The Securities and Exchange Board of India - Genesis, Organization, Objectives and Functions, Performance of SEBI, IRDAI and its role in financial markets, Financial Sector reforms in India [14]

Text Book:

1. Hajela, T N (2008): Monetary Economics, Konark Publisher Pvt. Ltd., New Delhi.

References:

1. Lewis M. K. and P.D.Mizen (2000): Monetary Economics, Oxford.
2. Jadhav Narendra (2006): Monetary Policy, Financial Stability & Central Banking, Macmillan.
3. Baye and Jansen(1996): Money, Banking and Financial Markets, AITBS.
4. Gail E. Makinen (1978): Macroeconomics: Concepts, Theories and Policies, Money, The Price Level and Interest Rate, Prentice hall India Ltd.
5. David E.W.Laidler(1977): The Demand for Money: Theories & Evidence, Dun-Donnelly.
6. O. P. Kotwal (1987): Theories of Inflation: A Critical Survey, Tata-McGraw-Hill Publishing Co. Ltd.
7. Ackley G, (1978): Macroeconomics: Theory & Policy, New York, Macmillan.

EM 324 Financial Economics 3-0-0-3

Introduction: Evolution of limited liability companies, Alternative sources of fund for a firm, Debt and equity instruments of various types- a brief discussion of advantages and disadvantages associated with each type of instrument due to asymmetric information and agency problems -Concepts of Primary market and Secondary market	[11]
Concept of Present Value and its use in Finance: Time value of money and opportunity cost of capital, Investment decisions based on the concept of present value, Basics of bond valuation, Basic of stock valuation	[10]
Financial Statement Analysis: Analysis of financial statement and ratios, Accounting concepts, Profit and loss accounts and cash flow statements, Ratio analysis	[11]
Financial derivatives: Various forms of derivatives, Functioning of derivative markets	[8]

Text Book:

1. Gupta, S.B, Monetary Economics- Institutions, Theory and Policy, S. Chand & Sons, New Delhi.

References:

1. John Hull : Fundamentals of futures and options market, Prentice Hall; 5th edition.
2. P.Chandra : Financial management theory and practice, Mc Graw Hill, (2004)
3. Bharati.V. Pathak. The Indian Financial System : Markets , Institutions and Services, Pearson Longm, 2nd edition, (2007).
4. Bhole. LM.- Financial Institutions and Markets.

Syllabus

Bachelor of Business Administration
(w.e.f. 2016)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

Programme: Bachelor of Business Administration (B. B. A.)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

Curriculum Structure (2016-17 onwards)
First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	EL 101	Foundation Course in English	2	-	-	2	3	25	25	50
	BM 121	Principles of Management	3	-	-	3	3	25	25	50
	FA 141	Financial Accounting	3	-	-	3	3	25	25	50
	EM 121	Microeconomics	3	-	-	3	3	25	25	50
	FA 111	Business Statistics	3	-	-	3	3	25	25	50
	CA 111	Fundamentals of Computers and Information Technology	3	-	-	3	3	25	25	50
	CA 141	Application Software Laboratory	-	-	4	2	4	25	25	50
	MDC 003	Environmental Science	3	1	-	4	3	25	25	50
		Sub Total	**20**	**1**	**4**	**23**				
	GE 103	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 162	Business Communication	3	-	-	3	3	25	25	50
	BM 132	Organisation Behaviour	3	-	-	3	3	25	25	50
	BM 152	Entrepreneurship Development	3	-	-	3	3	25	25	50
	EM 122	Macroeconomics	3	-	-	3	3	25	25	50
	FA 162	Cost Accounting for Managers	3	1	-	4	3	25	25	50
	CA 192	Database Management System	3	-	-	3	3	25	25	50
			18	**-**	**-**	**19**				
	GE 104	Proficiency (Non-Credit) #	-	-	-	1				

Curriculum Structure (2016-17 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	BM 231	Marketing Management-I	3	-	-	3	3	25	25	50
	BM 241	Human Resource Management-I	3	-	-	3	3	25	25	50
	BM 251	Business Regulatory Framework-I	3	-	-	3	3	25	25	50
	FA 241	Financial Management-I	3	-	-	3	3	25	25	50
	BM 261	Management Information System and Knowledge Management	3	-	-	3	3	25	25	50
	FA 211	Corporate Accounting	3	-	-	3	3	25	25	50
		Foreign Language-I ‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 203	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 232	Marketing Management-II	3	-	-	3	3	25	25	50
	BM 242	Human Resource Management-II	3	-	-	3	3	25	25	50
	BM 292	Business Regulatory Framework-II	3	-	-	3	3	25	25	50
	FA 242	Financial Management-II	3	-	-	3	3	25	25	50
	BM 262	Electronic Commerce	3	-	-	3	3	25	25	50
	FA 214	Basic of Taxation Laws	3	-	-	3	3	25	25	50
		Foreign Language-II ‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 204	Proficiency (Non-Credit) #	-	-	-	1				

‡ *Refer to the Foreign Languages section*
Note: *Each student shall undergo Internship of Six weeks during the break after Spring Semester of Second year in an approved organization.*

Curriculum Structure (2016-17 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	BM 331	International Business	3	-	-	3	3	25	25	50
	FA 361	Quantitative Analysis for Managerial Applications-I	3	-	-	3	3	25	25	50
	BM 381	Strategic Management	3	-	-	3	3	25	25	50
	BM 371	Retail Management	3	-	-	3	3	25	25	50
	BM 361	Introduction to Production and Operations Management	3	-	-	3	3	25	25	50
	FA 371	Business Mathematics	3	-	-	3	3	25	25	50
	BB 302	Internship**	-	-	-	6	-	100		
		Sub Total	**18**	**-**	**-**	**24**				
	GE 303	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 332	Business Environment	3	-	-	3	3	25	25	50
	FA 362	Quantitative Analysis for Managerial Applications-II	3	-	-	3	3	25	25	50
	BM 314	Services Marketing	3	-	-	3	3	25	25	50
	BM 392	Rural Marketing	3	-	-	3	3	25	25	50
	BM 324	Business Ethics and Values	3	-	-	3	3	25	25	50
	EM 292	Indian Financial System	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 306	Proficiency (Non-Credit) #	-	-	-	1				
		Total Credits				**126**				

Evaluation of Proficiency will be based on the participation in co- curricular / extra-curricular activities.
**Course Work (CW) would include regularity, evaluation of assignments, surprise tests, etc.*
***Evaluation of Internship would comprise of Project Report and Viva-voce.*

COURSE DESCRIPTION & SUGGESTED READINGS
B. B. A.
First Year (Autumn Semester)

EL 101 Foundation Course in English 2-0-0-2

Sentence Structure: Elements of a sentence (Subject, Verb, Object, Complement and adjunct). [4]

Transformation of Sentence Structure: Degrees of adjectives, Active and Passive Voice (statement, negative, interrogative and imperative), Direct and indirect narration (statement, negative, interrogative and imperative). [4]

Correct Usage of Language: Tenses (Present, Past and Future), Modals (can, could, will, would, shall, should, may, might, must, ought to, need) Phrasal verbs, Determiners (a, an, the, little, a little, few, a few, much, more, most). [6]

Writing Skills: Theme (Paragraph) writing. Letter (formal, informal, business letters) and application writing, report writing, résumé writing. [4]

Common Errors in Effective Communication: How to avoid common sentence–structural errors, vocabulary and pronunciation. [4]

Reading Comprehension: Efficient reading and note taking. [4]

Text Book:

1. Leech Geoffery: English Grammar for today, Longman, Delhi

References:

1. Hornby A.S.: A Guide to patterns and usage, Oxford University Press, Delhi
2. Murphy and Reynold: Essentials of English grammar, Cambridge University Press.
3. Wren & Martin: English Grammar & Composition, S.Chand & Co, Delhi
4. Quirk & Greenbaum: University English Grammar, Longman Publications
5. Sharma, R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi

BM 121 Principles of Management 3-0-0-3

Introduction: Concept, Nature, Process and Significance of Management, Coordination as essence of Management, Development of Management Thought- Classical, Neo-Classical, Behavioural, Systems and Contingency Approaches. [6]

Planning: Nature, Scope and Objectives of Planning, Types of Plans, Planning Process, Management By Objectives (MBO), Decision Making-Concept, Types, Process and Techniques. [7]

Organizing: Concept, Nature, Process and Significance, Span of Control, Departmentation, and Types of an Organization, Authority-Responsibility, Delegation and Decentralization, Formal and Informal Organization. [7]

Staffing: Concept, Nature and Importance of Staffing. [4]

Motivation and Leading: Nature and Importance of Motivation, Types of Motivation, Theories of Motivation-Maslow, Herzberg, X, Y and Z. Leadership Styles-Likert's System of Management, Tannenbaum and Schmidt Model and Managerial Grid. [9]

Controlling: Concept and Process of Controlling, Types of Control, Control Techniques, and Effective Control Systems. [6]

Text Book:

1. Mathew, M.J.; Management, Sheel Sons, Jaipur.

References:

1. Gupta, C.B.; Principles and Practice of Management, Mayoor Paperbacks, Jaipur
2. Harold, Koontz and Weihrich; Essentials of Management TMH, New Delhi
3. Scott, Thomas; Management Competing in the New Era, Tata McGraw Hill, New Delhi
4. Prasad, L.M.; Principles and Practices of Management, Sultan Chand and Sons, New Delhi

FA 141 Financial Accounting 3-0-0-3

Depreciation, Provisions and Reserves: Concept, Causes of Depreciation, Depreciation Accounting, Methods of recording Depreciation, Methods of providing Depreciation, Depreciation of different assets, Depreciation of Replacement Cost, Depreciation Policy as per Accounting Standard 4, Provisions and Reserves [6]

Final Accounts- Preparation of final accounts from Trial balance- Adjustment entries – Preparation of final accounts with adjustments [10]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers [7]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance [7]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal [4]

Joint Venture Accounts: Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment [5]

Text Book:

1. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur.

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc.
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand and Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced accounts, S.Chand & Co. New Delhi.
5. Compendium of Statement and Standards of Accounting: The Institute of Chartered Accountants of India, New Delhi
6. Maheshwari, S.N.: Advanced Accounting, Vikas Publishing House, Delhi
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi

EM 121 Microeconomics 3-0-0-3

Introduction: Meaning, nature and scope. Basic concepts of Economics—Equilibrium, Utility, Opportunity cost, Marginal and Incremental principles. [5]

Theory of Demand: Demand for a Product, Individual demand, Market demand, determinants of demand, Elasticity of demand and its determinants, Importance of elasticity of demand. [9]

Theory of Consumer Behaviour: Utility analysis, Indifference curve analysis. [7]

Theory of Production and Costs: Law of variable proportions, iso-quants, economic region and optimum factor combination, expansion path, returns to scale, internal and external economies, Ridge lines, Theory of cost in short run and long run, Revenue function. [9]

Theory of Firm and Market Organization: Pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly, kinked demand curve, and price leadership. [9]

Text Book:

1. Dwivedi D.N.: Pinciples of Economics, Vikas Publishing House, New Delhi.

References:

1. Koutsoyiannis A.: Modern Micro-economics, Macmillan New Delhi
2. Richard G. Lipsey: An introduction to positive Economics, ELBS, Oxford.
3. G. Stigler: The Theory of price; Prentice Hall Of India, New Delhi
4. Neils & Parker: The Essence of Business Economics, Prentice Hall Of India, New Delhi
5. Ferguson P.R.and Rothschild R. and Ferguson G. J.: Business Economics, Macmillan, Hampshire.
6. Ahuja H.L.: Business Economics; S.Chand & Company, New Delhi
7. Seth M.L.: Principles of Economics, Laxminarayan Agarwal, Educational Publishers, Agra
8. Jhingan M.L.: Micro Economic Theory, Vrinda Publications Pvt. Ltd., Delhi

FA 111 Business Statistics 3-0-0-3

Introduction to Statistics: Definition, scope, uses, misuses and limitations of statistics. Collection of primary and secondary data, approximation and accuracy, statistical errors. [3]

Classification and Tabulation of Data: Meaning and Characteristics, frequency distribution- simple and manifold tabulation, Graphs of Frequency Distribution and Curves, Ratio-scale graph. [4]

Measures of Central Tendency: Arithmetic Mean— simple and weighted, Partition values- Median (including Quartiles, Deciles and Percentiles), Mode, Geometric and Harmonic Means-simple and weighted. [9]

Measures of Dispersion: Absolute and Relative Measures of Dispersion— Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance. Moments, Skewness and measures, Kurtosis and measures. [7]

Analysis of Bivariate Data: Correlation-Meaning and Significance, Scatter diagram, Correlation graph, Karl Pearson's coefficient of linear correlation between two variables, Coefficient of correlation by Spearman's Rank Differences method and Concurrent Deviation method. [6]

Regression Analysis: Meaning and significance, Lines of Regression, Relationship between Correlation and Regression. [3]

Index Numbers: Meaning, types and uses, Methods of constructing Price and Quantity indices (Simple and Aggregate), Tests of Adequacy, Fisher's Ideal Index number, Chain-based index numbers, Base shifting, Splicing and Deflating, Problems in constructing index numbers, Consumer Price index. [7]

Text Book:

1. S.P.Gupta: Statistical Methods, Sultan Chand & Sons, Delhi

References:

1. Hooda, R.P.: Statistics for Business and Economics; Macmillan, New Delhi
2. Ya-Lun Chou: Statistical Analysis with Business and Economic Applications, Holt; Rinehart and Winster, New York.
3. Lewin and Rubin: Statistics for Management; Prentice-Hall of India, New Delhi.
4. Sancheti D.C. and Kapoor V.K.: Statistics (Theory, Methods & Application); Sultan Chand & Sons, New Delhi
5. Hoel & Jaessen: Basic Statistics for Business and Economics; John Willey and Sons, New York.
6. Sharma, Jain, Pareek: Business Statistics; Shivam Book House, Jaipur
7. Ranga, Gupta, Goyal, Bhatnagar, Soni: Business Statistics; Ajmera Book Company, Jaipur
8. Rajpurohit, Maheshwari, Sharma: Business Statistics; Ramesh Book Depot, Jaipur
9. Nagar, K.N.: Practical Problems in Statistics; Meenakshi Prakashan, Meerut

CA 111 Fundamentals of Computers and Information Technology 3-0-0-3

Computer Concepts: Definition, Block Diagram and Applications in Modern Society, History, Types and Generations. [3]

Functional Units of Computer Processing System: Hardware, CPU, Storage Devices and Media, VDU, Input/Output Devices, Data Communication Equipments, Information Concept and Processing-Data, Information, Knowledge and Wisdom. [8]

Data Representation: Representation of Data, Bits and Bytes, Number System, Binary, Octal, Hexadecimal, Conversions, Arithmetic Operations in Binary Numbers, ASCII and EBCDIC, BCD Character Sets. [6]

Software Concepts: Types of Software, Programming Language, Machine Language, Assembly Language, High Level Language, Generations of Language, Assembler, Interpreter, Compiler. [6]

Operating System: Functions, System Call, Interrupts, Concept of Resource Manager, Batch Processing, Multiprogramming, Multiprocessing, Time Sharing and Real Time System, MS-DOS, MS-Windows. [10]

Data Communication: The Basic Communication System, Data Transmission Modes-Simplex, Half Duplex, Full Duplex, LAN, MAN, WAN, Network Topologies. [6]

Text Book:

1. P.K. Sinha, " Fundamentals of Computers", BPB Publication, New Delhi

References

1. Peter Norton's, "Introduction to Computers", TMH, New Delhi
2. R. K Taxali, "PC Software for Windows", TMH, New Delhi
3. Coutrer, "Mastering Office 2000", BPB Publication, New Delhi
4. V.Rajaraman, "Introduction to Computer", PHI, New Delhi

CA 141 Application Software Laboratory 0-0-4-2

Assignments are based on the course CA 111 Fundamentals of Computers and Information Technology.

MDC003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:

i) Cultural Basics of our Environmental Crisis:

ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:

i) What has posterity ever done for me?

ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. [06]

Suggested Case Studies:

i) The tragedy of commons:
ii) We all live in Bhopal
iii) The Silent Spring;

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply

[06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.

Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it.

[06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

[11]

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
e. **Judicial activism**

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

[04]

Text Books

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001)
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004)

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015)
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986)
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973)
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987)
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992)
7. Lester Brown, Christofer Favin, Sandra Postel, Vision of a Sustainable World, The Worldwatch Reader, Ed Lester R. Brown New York (1991)
8. W.P. Pruden and S.H. Anderson, Environmental Sciences, Charles. E., Meredith Publication, NY, USA(1983)

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O.

P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)

12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

First Year (Spring Semester)

BM 162 Business Communication 3-0-0-3

Introduction: Basic forms of communication, Communication models and processes, Effective communication, Theories of communication, Audience analysis [5]

Corporate Communication: Formal and Informal Communication networks, Grapevine, Miscommunication (Barriers), Improving Communication, Practices in Business Communication and Group discussions [6]

Report Writing: Introduction to a proposal, Elements of a Report, Short report and formal report, Report Preparation and Presentation [3]

Oral Presentation: Principles of oral presentations, Factors affecting presentation, Sales presentation, Training presentation, Conducting surveys, Speeches to motivate, Effective presentation skills and , Individual and group presentations [8]

Non-Verbal Aspects of Communication: Body language, Kinesics, Proxemics, Para language [3]

Effective Listening: Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars [7]

Interviewing Skills: Appearing in interviews, Conducting interviews, Writing resume and Letter of Application, Mock interviews [5]

Text Book:

1. Kaul, Business Communication, Prentice Hall, New Delhi.

References :

1. Gupta, C.B., Business Communication, Sulthan Chand & Sons, New Delhi.
2. Rajendra Pal and Korlhalli J.S., Essentials of Business Communication , Sultan Chand & Sons, New Delhi.
3. Nirmal Singh, Business Communication Principles, Methods and Techniques - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Sharma, R.C., and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Varinder Kumar and Bodh Raj, Business Communication, Kalyani Publishers, New Delhi.

Modern Forms of Communication: Fax, E-mail, Video-conferencing and their uses in business [2]

BM 132 Organisation Behaviour 3-0-0-3

Introduction: Concept, Significance, Skills and Roles of OB in an organization, Disciplines contributing to OB. [4]

Individual and Group Dimensions: Personality, Perception, Motivation – Maslow's Theory, ERG Theory, Herzberg's Two Factor Theory, McClelland's Need Theory, Vroom's Expectancy Theory. [9]

Interpersonal and Group Dynamics: Johari window, Transactional Analysis, Concept of Group, Types of Group, Formal and Informal Group, Group Norms, Group cohesiveness, Stress Management. [9]

Leadership: Trait Theory, Situational Theory, Managerial Grid, Hersey Blenchard Theory, Fiedler's Contingency Theory. [6]

Managing Conflict: Concept, Reasons for Conflict. Intra-individual, Inter-personal and Group Conflicts. [5]

Managing Change: Factors of Organisational Change, Resistance to Change, Change Agents. [6]

Text Book:

1. Prasad, L.M. :Organisation Behavior; Sultan Chand & Sons, New Delhi.

References:

1. Stephen P.Robbins; Organisation Behavior; Prentice Hall India, New Delhi.
2. Luthans, Fred: Organisation Behavior; Tata McGraw Hill, New Delhi.
3. Khanka, S.S. :Organisation Behavior; Sultan Chand &Sons, New Delhi.
4. Moorhead Griffin; Organisation Behavior, Jaico Publishing House, Mumbai
5. Hershey, Blenchard, Johnson,: Management of Organization Behaviour, Pearson Education, New Delhi
6. Newstrom W.John and Devis Keith :Organisation Behavior, Tata McGraw Hill, New Delhi.

BM 152 **Entrepreneurship Development** **3-0-0-3**

Introduction: Entrepreneur—Definition, Types, Characteristics, Entrepreneurship—Concept, Characteristics, Process, Theories of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurship vs. Intrapreneurship, Women Entrepreneurship, Role of Entrepreneurs, Rural Entrepreneurship—Role and Prospects, [8]

Project Identification and Financial Analysis: Meaning of project, project identification, formulation, feasibility analysis, financial analysis-cost and revenue estimates, techniques of financial analysis. [8]

Entrepreneurship Development: Meaning, Objectives, Issues of Entrepreneurship Development Programmes (EDP), EDP Organisations—MDI, EDII, Industrial Sickness and Role of BIFR. [8]

Incentives and Subsidies: Need, Objectives, Schemes and Advantages, Institutional Finance to Entrepreneurs—SIDBI, NABARD, KVIC. [5]

Small-scale Industries: Concept, evolution, role, problems and prospects, policies governing small-scale industries, organizational structure, ownership pattern, export potential of small-scale industries. [10]

Text Books:

1. Desai, Vasant; Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, New Delhi
2. Gupta, C B. & Shrinivasan, N.P.; Entrepreneurship Development in India, Sultan Chand & Sons, New Delhi.

References:

1. Shrivastava, S.B.; A Practical guide to Industrial Entrepreneurs, Sultan Chand & Sons, New Delhi
2. Holt, David H., Entrepreneurship-New Venture Creation, Prentice Hall of India, New Delhi.
3. Ghosh, Biswanath; Entrepreneurial Development in India National Publishing House, Jaipur
4. Dr.Arun Kaulgod; Entrepreneurial Management, Vikas Publishing, New Delhi

EM 122 Macroeconomics 3-0-0-3

Introduction: Meaning, nature and scope, Importance of macroeconomics, Limitations of macroeconomics, Difference between micro and macroeconomics. [6]

National Income Accounting: Meaning of National Income and National Product, measurement of National Income, difficulties in the measurement of National Income, National Income as a measure of welfare and economic progress. [11]

Theory of Income and Employment: Classical theory of output and employment, Say's law of markets, Keynesian theory of income determination, determinants of Macro equilibrium with aggregate demand and aggregate supply functions under employment, Keynes' criticism of Say's law and classical theory of income and employment, Theory of multiplier. [14]

Business Cycles: Phases of business cycles, features of business cycles, theories of business cycles. [8]

Text Book:

1. Dwivedi D.N.: Pinciples of Economics, Vikas Publishing House, New Delhi.

References:

1. Jhingan, M.L.; Macro economic theory, HPH; Mumbai
2. Ahuja, H.L.; Macroeconomics; S.Chand &Co, New Delhi.
3. Seth, M.L.: Macroeconomics, Laxmi Narayan Agarwal Educational, Agra.
4. Vaish, M.C.: Macro Economic Theory, Vikas Publishing House, New Delhi.
5. Sethi, T.T: Monetary Economics, S.Chand & Company Ltd., New Delhi.

FA 162 Cost Accounting for Managers 3-1-0-4

Introduction to Cost Accounting: Meaning, Definition, Scope and uses of cost accounting, Difference between cost accounting and financial accounting, Cost concepts and classification of costs [5]

Accounting for Material: Material control—Concept and techniques, Pricing of material issues, Treatment of material losses. [6]

Accounting for Labour: Labour cost control procedures, Labour turnover, Idle time and overtime, Methods of wage payment—time and piece rates, Incentive schemes. [6]

Accounting for Overheads: Classification and departmentalization, Absorption of overheads, Determination of overhead rates, Under and over absorption, and its treatment. [7]

Methods of Cost Ascertainment:

a. Unit costing [3]

b. Job, Batch and Contract costing [8]

c. Operating costing [5]

d. Process Costing: Excluding interpersonal profit and equivalent production [6]

Budgeting Control: Introduction, Importance of Budgeting techniques, Types of Budgets [6]

Text Book:

1. Arora, M.N., Cost Accounting-Principles and Practice, Vikas Publishing Housing, New Delhi

References:

1. Jain, S.P., and Narang K.L., Cost Accounting, Kalyani, New Delhi.
2. Anthony Robert, Reece, et al, Principles of Management accounting, Richard D. Irwin Inc Illinois
3. Horngren, Charles, Foster and Datar, Cost Accounting-A Managerial Emphasis, Prentice-Hall of India, New Delhi.
4. Khan, M.Y., and Jain P.K., Management Accounting, Tata McGraw Hill.
5. Kaplan, R.S., and Atkinson A.A., Advanced Management Accounting, Prentice India International.
6. Tulsian, P.C., Practical Costing, Vikas Publishing House, New Delhi.
7. Maheshwari, S.N., Advanced problems and Solutions in Cost Accounting, Sultan Chand & Sons, New Delhi.
8. Jain, Khandelwal, Pareek, Cost Accounting, Ajmera Book Company, Jaipur
9. Oswal, Rajpurohit, Maheshwari, Modi, Cost Accounting, Ramesh Book Depot, Jaipur.
10. Bhattacharya, Principles & Practice of Cost Accounting, Prentice Hall of India, Delhi
11. Dutta, Cost Accounting: Principles & Practice, Pearson Education, Delhi
12.

CA 192 Database Management System 3-0-0-3

Introduction: Database and Database users, Characteristics of Database, Database systems, Data models, schemes and instances, DBMS architecture and data independence, Functions of DBA. [9]

File Organization Techniques: Types of files—Sequential files, Random files and Indexed Sequential files, Normalizations. [6]

Relational Model Concepts: DML, DDL, DCL, Query in RDBMS, Relational constraint, relational algebra, Introduction to SQL, database design. [9]

Data Normalization: Functional Dependencies, normal form based on primary key (1NF, 2NF, 3NF and BCNF), Security—Data base security, recovery, and authorization. [10]

Advanced Concepts: Distributed database and Client server architecture, Data warehousing and Data mining, emerging database technologies and Applications. [5]

Text Book:

1. R Elmarsi & S B Navathe, "Fundamentals of Database Systems", Addison Wesley, New Delhi

References:

1. A Silberschatz, H Korth, S Sudershan, "Data Base Concepts", TMH, New Delhi
2. Bipin Desai, "An Introduction to Database Systems", Galgotia Publications, New Delhi
3. A K. Majumdar, P Battacharya, "Database Management System", TMH, New Delhi
4. Jim Melton, A Simon, "Understanding The New SQL- A Complete Guide", Morgon Kaufmann Publishers, New Delhi

Second Year (Autumn Semester)

BM 231 Marketing Management-I 3-0-0-3

Introduction: Nature and Scope of Marketing, Importance of Marketing, The Marketing Concept, Selling vs. Marketing, Marketing Mix. [7]

Marketing Environment: Micro-Environment, Macro-Environment—Demographic, Economic, Natural, Technological, Politico-Legal and Socio-Cultural Environments, Indian Marketing Environment. [7]

Buyer Behaviour and Market Segmentation: Factors influencing Buyer Behaviour, Buying Decision Process, Profile and Features of Indian Consumers, Market Segmentation- Meaning, Levels, Bases of Segmentation. [9]

Managing the Product: Product Planning, Product Mix, Deciding Product Policy, Product Line Decisions, Product Differentiation, Brand Equity, Packaging, Labelling, Concept of Product Life Cycle, New Product Development Process. [9]

Pricing: Pricing Objectives, Factors influencing Pricing, Types of Pricing, Pricing Procedure. [7]

Text Book:

1. Chhabra, T.N & Grover, S.K; Marketing Management, Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; Marketing Management, Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; Marketing Management, Mc Millan, New Delhi.
3. Shrivastava, P.K; Marketing Management, Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi.

BM 241 Human Resource Management-I 3-0-0-3

Introduction: Concept, Scope, Objectives and Environment of HRM, Personnel Management vs. HRM. [7]

Acquisition of Human Resource: Human Resource Planning, Job Analysis, Job Design, Recruitment Sources, Methods, Selection Process—Tests, Interviews. [9]

Training and Development: Need, Objectives, Methods of Training, Evaluation and Development Programmes. [8]

Performance Appraisal: Concept, Objectives, Techniques of Performance Appraisal and Limitations. [8]

Compensation and Benefits: Job Evaluation- Concept, Process, Significance, Components of Employee Compensation—Financial and non-financial. [7]

Text Book:

1. Rao, V.S.P.; Human Resource Management, Excel Books, New Delh

References:

1. Aswathappa; Human Resource Management, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B. and Gankar, S. V.; Personnel Management, Himalaya Publishing House, New Delhi.
4. Dessler, Gary; Human Resource Management, Pearson Education, New Delhi.

BM 251 Business Regulatory Framework-I 3-0-0-3

The Indian Contract Act, 1872: Nature of contract, classification, Offer and acceptance, Capacity of parties to contract, Free consent, Consideration, Legality of object, Agreements expressly declared void, Performance of contract, Discharge of contract, Remedies for breach of contract. [18]

Sale of Goods Act, 1930: Goods and their classification, Price, Conditions and Warranties, Transfer of Property, Rights of an Unpaid seller. [8]

Indian Partnership Act, 1932: Definition and nature of Partnership, Rights and Duties of a Partner, Dissolution of a Partnership. [6]

The Consumer Protection Act, 1986: Objectives and Scope of the Act, Definition of Consumer, Consumer Protection Council, Consumer Disputes Grievance Redressal Machinery—District Forum, State and National Commission. [7]

Text Book:

1. Kapoor, N.D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

References:

1. Kuchhal, M.C.; Business Law, Vikas Publishing House, New Delhi.
2. Mathew, M.J.; Principles and Practices of Commercial Law, RBSA Publisher, Jaipur.
3. Tulsian, P.C.; Business Law, Tata Mc Graw-Hill Publishing Company Ltd, New Delhi.
4. Singh, Avtar: Mercantile Law, Eastern Book Co., Lucknow.

FA 241 Financial Management-I 3-0-0-3

Financial Management: Meaning, Concept and objectives, Scope and functions, understanding markets and changing Environment of Business, Finance and other discipline. [4]

Financial Decisions: Long-term financing, Short-term Financing, Term Financing, Venture capital. [3]

Capital Structure: Theories—Net Income, Net Operating Income, Modigliani-Miller Approach and Traditional Approach, Determinants of Capital Structure. [10]

Financial Analysis through Leverages: Operating and financial leverages, their measure, Effects on profit, analyzing alternate financial plans, combined financial and operating leverages, Indifference point. [4]

Analysis of Financial Statements: Techniques of Financial Analysis, Ratio analysis, Funds-Flow Analysis, Cash Flow Analysis. [12]

Management of Working Capital: Nature and Significance of working capital, Operating cycle and factors determining Working Capital requirements, Estimation of Working Capital. [6]

Text Book:

1. Agarwal, M.R.: Financial Management; Garima Publication, Jaipur

References:

1. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
2. Van Horne J.C.: Fundamentals Of Financial Management; Prentice Hall of India, New Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi
4. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi
5. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
6. Brigham E.F., Gapenski L.C. and Ehrhardt M.C.: Financial Management: Theory and Practices; Harcourt College Publishers, Singapore.
7. Bhalla V.K.: Modern Working Capital Management; Anmol Publication New Delhi.
8. Agarwal & Agarwal: Financial Management; Ramesh Book Depot, Jaipur

BM 261 Management Information System and Knowledge Management 3-0-0-3

MIS and Concept of Management: Elements, Characteristics, Need, Objectives, Importance, Limitations of Management, Relationship between MIS and Computer, Role of MIS in the functions of Management. [8]

Information Concept: Classification and Levels of Information, Techniques of Data Collection, Quality aspect of Information, Value of Information, Relation between MIS and Information. [5]

Knowledge Management: Definition, Evolution, Types, Implication for Knowledge Management, challenges, KMSLC, Comparative studies between SDLC and Knowledge Management system development, Role of Knowledge developer. [8]

Decision Making: Decision Making Concepts, Rationality in Decision Making, Decision Support System, MIS as a technique for programmed decisions, Model of Decision Making, Methods, MIS and Role of Decision Making. [6]

Typical Information Systems: Marketing, Financial, Material, Production and Human Resource Management Information Systems. [6]

Development of MIS: Strategic and project planning for MIS, Conceptual System design, Detailed Design, Implementation, Evaluation and maintenance of MIS. [6]

Text Book:

1. Jawadekar, "Management Information System", TMH, New Delhi

References:

1. R G Murdick, J E Ross, J R Clagget, "Information Systems for Modern Management", PHI, New Delhi
2. Jawadekar, "Management Information System", TMH, New Delhi
3. Sadagopan, "Management Information System", PHI, New Delhi
4. Parker, Case, Thomas, "Management Information System: Strategies and Action", TMH, New Delhi
5. Elias M. Awad, "Knowledge Management", TMH, New Delhi
6. W. H. Inmon, "Building Data Warehousing", Wiley Publishing House, New Delhi
7. Han, Jiawei, Kamber, Michelinal, "Data Mining Concepts & Techniques", Harcourt India, New Delhi

FA 211 Corporate Accounting 3-0-0-3

Accounting for Share Capital: Issue, Forfeiture, Re-Issue of Equity Shares, Sweat Equity Shares, Employee Stock Option, Right shares and Bonus shares, Buyback of Equity shares, Issue and Redemption of Preference shares. [11]

Accounting for Loan Capital: Classes of Debentures, Difference between Share and Debenture, Issue and Redemption of Debentures. [9]

Final Accounts of Companies: Statement of Affairs and Statement of Profit and Loss including computation of managerial remuneration and disposal of profits. Forms of Balance Sheet, Profit prior to incorporation. [9]

Valuation of Goodwill of Companies: Need, Components, General Factors affecting Goodwill, Methods of Evaluation. [5]

Valuation of Shares: Need and Methods of Evaluation. [5]

Text Book:

1. Maheshwari S.N.: Corporate Accounting, Vikas Publishing House, New Delhi

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand & Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced Accounts, S.Chand & Co. Delhi
5. S.N. Maheshwari: Advanced Accounting, Vikas Publishing House, Delhi
6. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi
8. Sehgal & Sehgal: Advanced Accountancy – I and II; Taxmann Publications, Delhi
9. Oswal, Agarwal, Modi, Surolia, Bhargava: Financial Accounting; Ramesh Book Depot, Jaipur

Second Year (Spring Semester)

BM 232 Marketing Management-II 3-0-0-3

Marketing Channels: Types of Channels, Channel Functions, Logistics and Physical Distributions- Objectives and Functional Areas of Physical Distribution, Physical Distribution in the Indian Context. [8]

Marketing Communication: Meaning and Importance, Communication Objectives, Effective Communication, Communication Process. [5]

Promotion Tools: Advertising- Meaning, Objectives, Types in Advertising decisions, Planning and evaluation of Advertising Campaign, Trends in Advertising in India, Personal Selling—Objectives, Functions and Principles, Public Relations—Importance and Methods, Direct Marketing, Sales Promotion. [11]

Marketing Research and Control: Need for Marketing Research, Marketing Research Process, Techniques, Need and Tools of Control. [10]

Marketing Challenges: Marketing in 21st Century, Impact of Globalization, Technological Advances, Deregulation of Marketing in India. [5]

Text Book:

1. Chhabra, T.N & Grover, S.K; Marketing Management, Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; Marketing Management, Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; Marketing Management, McMillan, New Delhi.
3. Shrivastava, P.K; Marketing Management, Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi

BM 242 Human Resource Management-II 3-0-0-3

Industrial Relations: Concept, Importance, Industrial Conflicts and Dispute Settlement Machinery. [6]

Trade Unions: Meaning, Importance of Unionship, Evolution of Trade Union Movement in India, Union Problems, Measures to strengthen Trade Union, Employee welfare and Social security measures. [9]

Collective Bargaining: Concept, Process, Pre-requisites of Collective Bargaining, Collective Bargaining vs. Negotiation Skills. [6]

Grievance Procedure and Discipline: Introduction, Objectives, Essential pre-requisites of Grievance procedure, Disciplinary procedure. [8]

Employee Participation: Objectives, Forms of Employee Participation. [5]

International HRM: Dimensions, Domestic HRM and International HRM, Basic steps in HRM, the expatriate problem. [5]

Text Book:

1. Rao, V.S.P.; Human Resource Management, Excel Books, New Delhi.

References:

1. Aswathappa; Human Resource Management, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B.and Gankar, S. V.; Personnel Management, Himalaya Publishing House, New Delhi.
4. Dessler Gary; Human Resource Management, Pearson Education, New Delhi.

BM 292 **Business Regulatory Framework-II** **3-0-0-3**

Negotiable Instruments Act, 1881: Essentials of a Negotiable Instrument, Kinds of Negotiable Instruments, Holder and Holder in Due Course, Negotiation by Endorsement, Crossing of a Cheque, Dishonor and Discharge of a Cheque. **[11]**

The Companies Act, 2013 (Basic Knowledge): Essential Characteristics of a Company, Types of Companies, Memorandum of Association, Articles of Association, Prospectus, Shares- Kinds, Allotment, Transfer and Purchase by a Company of its own shares, Protection of Minority Shareholders from Mismanagement and Oppression. **[12]**

Company Management: Appointment and Removal of Directors, Rights and Liabilities of Director, Meeting- Kinds of Meetings and Resolution. **[10]**

Foreign Exchange Management Act, 2000: Definition, Provisions, Authorized person, revocation of authorization Powers of Reserve Bank, Appeal, Appellate Tribunal, Directorate of Enforcement. **[6]**

Text Book:

1. Kapoor, N.D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

References:

2. Kuchhal, M.C.; Business Law, Vikas Publishing House, New Delhi

3. Mathew, M.J.; Principles and Practices of Commercial Law, RBSA Publisher, Jaipur.

4. Tulsian, P.C.; Business Law, Tata Mc Graw-Hill Publishing Company Ltd, 5. New Delhi.

6. Kapoor, N.D.; Elements of Company Law, Sultan Chand & Sons, New Delhi.

FA 242 Financial Management-II 3-0-0-3

Capital Budgeting: Nature of Investment decisions, Identifying relevant cash flows, cash flows vs. accounting profit investment, Evaluation criteria, Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, NPV and IRR comparison, Project selection under capital rationing. [10]

Cost of Capital: Significance of cost of capital, Calculating cost of debt, Preference shares, equity capital and retained earnings, Combined (weighted) cost of capital. [8]

Dividend Policy Decision: Dividend and Valuation Theories. [5]

Management of Cash: Introduction, objectives of cash management, motives for holding cash, Cash management techniques and models. [4]

Management of Receivables: Introduction, objectives, Credit policies Credit terms and collection policies. [4]

Management of Inventory: Introduction, objectives and techniques of inventory management. [4]

Marginal Costing and Managerial Techniques: Meaning, Difference between marginal costing and absorption costing method, Break Even Analysis (with Break even chart and Indifference point). [4]

Text Book:

1. Agarwal, M.R.: Financial Management; Garima Publication, Jaipur

References:

1. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
2. Van Horne J.C.: Fundamentals of Financial Management; Prentice Hall of India, New Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi
4. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi
5. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
6. Brigham E.F., Gapenski L.C. and Ehrhardt M.C.: Financial Management: Theory and Practices; Harcourt College Publishers, Singapore.
7. Bhalla V.K.: Modern Working Capital Management; Anmol Publication New Delhi.
8. Agarwal & Agarwal: Financial Management; Ramesh Book Depot, Jaipur

BM 262 Electronic Commerce 3-0-0-3

Introduction to E-commerce: Meaning and concept, Need for E-commerce, Classification of E-commerce, Electronic vs. Traditional commerce, E-commerce and E-business, Business applications of E-commerce, E-commerce as an electronic trading System, Special features. [7]

Network Infrastructure and Protocol: LAN, Ethernet, WAN, Internet, TCP/IP, DNS, FTP, E-mail, WWW server, Web Browser, HTTP. [6]

Electronic Payment System: Introduction, Online Payment System, Prepaid electronic payment system, post paid electronic system, E-cheques, Debit and Credit Cards, Smart Cards, E-purses. Credit and legal risk of e-payment system. [6]

Website Design: Role of website in B2C E-commerce, website strategies and web-site design principles, Push and pull technologies, Alternative methods of customer communication. [6]

Business to Business E-Commerce: Need and alternative of B2B E-commerce, Technologies, EDI and paperless trading, EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, Features of EDI service arrangements, Internet-based EDI. [8]

Securing Network Transaction: Security policy, Procedures and practices, Transaction Security, Fireball, Cryptography Algorithm, Public Key Algorithm, Authentication Protocol, Digital Signature, Site Security, E-Mail Security. [6]

Text Book:

1. Bharat Bhasker, "Electronic Commerce", TMH, New Delhi

References:

1. David Whiteley, "E-Commerce", TMH, New Delhi
2. Chandra T N, R.K. Suri, Sanjiv Verma, "E-Commerce New Vistas for Business",Dhanpat Rai & Co., New Delhi
3. Jim A. Carter, "Developing E-Commerce Systems", PHI, New Delhi

FA 214 Basic of Taxation Laws 3-1-0-4

Basic Concepts: Definitions, Basis of Charge, Residential Status, Scope of Total Income - Exempted income [4]

Heads Of Income: Income from Salaries, Income from House property, Income from Business or Profession, Capital gains, Income from other sources [12]

Total Income: Deemed income, Set off and Carry forward of losses Deductions from Gross Total Income, Assessment of Individual, Tax Deducted at Source, E-filing of return. [11]

Central Excise and Customs: (a) Nature and Scope of Central Excise, Important Terms and Definitions under the Central Excise Act and related rules, General Procedure, CENVAT.

(b) Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act 1975 and the related Rules [10]

Central Sales Tax Act, 1956 and VAT: (a)Important terms and definitions under Central Sales Tax Act, 1956—Nature and Scope of Central Sales Tax Act, Provisions relating to inter-state sales, Sales inside a State, Sale/Purchase in the course of Import and Export out of India.

(b) Meaning and need of VAT and related rules [10]

Service Tax: Formation and functions of DGST, Existing schemes for levy, assessment & collection of service tax and related rules [05]

Text Books:

1. Ahuja Girish and Gupta Ravi: Practical approach to Income Tax, Wealth Tax and Central Sales Tax; Bharat Law House Pvt. Ltd., New Delhi.
2. Agarwal, Saini, Surolia: CST & RST; Ramesh Book Depot, Jaipur

References:

1. Central Excise Act.
2. Customs Act.
3. Central Sales Tax Act.
4. Patel, Chaudhary: CST & RST; Chaudhary Prakashan, Jaipur

Third Year (Autumn Semester)

BM 331 International Business 3-0-0-3

Introduction: Nature of International Business, Need to study, Drivers of IB, IB vs. Domestic Business, Routes of Globalization, Multinational Corporations. [6]

Theories of Global Trade and Investment: Foreign Trade Policies, Trade Theories, Foreign Direct Investment—Basic concepts, FDI in India. [7]

Politico-Legal, Technological and Cultural Environment of International Business:

Political Environment—Democracy, Totalitarianism, Political Risk.

Legal Environment—Systems of Law, International Disputes Resolution, Areas of Concern for MNCs.

Technological Environment—Features of Technology, Impact of Technology, Implications for MNCs, Issue of Technology Transfer.

Cultural Environment—Nature, Elements of Culture and their implications for IB. [11]

Economic Environment and International Financial Management: Income-wise classification of countries, Economic Systems, Trade Barriers.

International Financial Management— Nature, FOREX Management, Balance of Payments, International Financial Markets, Role of International Financial Institutions— IMF, WB. [10]

Major Regional Trading Institutions and Groups: WTO, SAARC, ASEAN, EU, OPEC. [5]

Text Book:

1. Aswathappa, K.; International Business, Tata McGraw Hill, New Delhi.

References:

1. Cherunilam, Francis; International Business; Prentice Hall India, New Delhi
2. Daniels, John D., Lee H. Radebaugh, Daniel P. Sullivan; International Business, Pearson Education, New Delhi.
3. Hill, Charles W. L.; International Business, Tata McGraw Hill, New Delhi.
4. International Business Environment: IBO-01 (IGNOU), New Delhi

FA 361 Quantitative Analysis for Managerial Applications-I 3-0-0-3

Quantitative Techniques: Scope and applications of quantitative techniques, Scientific approach to decision-making, Limitations. [2]

Probability: Probability as a concept, the three approaches to defining probability, Laws of Probability, Mathematical Expectation and Variance of a random variable, Bayes' Theorem. [10]

Probability Distributions: Probability distribution as a concept, Binomial, Poisson and Normal Distributions, their properties and parameters, applications in business. [14]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. [4]

Game Theory: Game models, Solution of 2 x n and m x 2 games, Use of linear programming and Graphical techniques. [5]

Decision Theory: Decision making under certainty, Uncertainty and Risk, pay-off table, Decision Tree analysis. [4]

Text Book:

1. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
3. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi
4. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

BM 381 Strategic Management 3-0-0-3

Introduction: Concept of Strategy, Levels of Strategy, Strategy vs. Tactics, Role of Strategic Management in organisations, Benefits and Limitations of Strategic Management, Strategic Management Process, Vision, Mission and Objectives	[5]
Environmental Analysis: Characteristics and Components of Environment, External Environmental Sectors – Market, Technological, Supplier, Economic, Regulatory, Political, Socio-cultural and International, Organisational Appraisal, Strategic Advantages Profile (SAP), Environmental Threat and Opportunity Profile (ETOP), SWOT Analysis, Competitor Analysis	[10]
Corporate and Business-level Strategies: Grand Strategies – Stability, Expansion, Retrenchment and Combination Strategies, Porter's Generic Strategies – Cost Leadership, Differentiation and Focus	[12]
Strategic Analysis and Choice: Strategic Choice Process, Portfolio Analysis Techniques – BCG, GE, SPACE and Hofer's Matrices	[7]
Strategy Evaluation and Control: Importance of Strategic Evaluation, Participants and Barriers in Evaluation, Requirements for Effective Evaluation, Strategy Evaluation Process, Techniques of Strategic Evaluation and Control	[5]

Text Book:

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi

References:

1. Prasad, L. M., Strategic Management, Tata McGraw Hill, New Delhi.
2. Pearce & Robinson, Strategic Management-Formulation, Implementation and Control, Tata McGraw Hill, New Delhi.
3. Hitt, Ireland and Hokkinson, Strategic Management- Competitiveness & Globalisation, Southwestern –Thompson Learning, New York.
4. Pearce & Robinson Jr. II, Strategic Management, A.I.I.B.S Distributors, New Delhi.
5. Nanjundaiah, R. and Ramesh S., Strategic Planning & Business Policy, Himalaya Publishing House, New Delhi.

BM 371 Retail Management 3-0-0-3

Introduction to Retailing System: Concept, Characteristics, Functions, Advantages and Disadvantages of retailing system, Changes in Retailing business, Branding through Retailers, Consumption-related Megatrends, Drivers of Success in the Retail sector, Stock Turns, Credit Management [8]

Retailing Patterns: Store-based Retailing – Form of Ownership and Merchandise offered, Non-Store Retailing – Direct Selling and Direct Response Marketing, Supply Chain Management. [8]

Consumer Behaviour and Retail Store Location: Forces influencing Retail Consumer – Social, Technological and Competitive; Retail Store Location – Concept, Importance, Types and Factors affecting Location Decision [8]

Retail Atmospherics: Exterior Atmospherics, Interior Atmospherics, Store Layout and Visual Merchandising [8]

Retail Marketing Mix: e-tailing, Customer Service and People [7]

Text Books:

1. Pradhan, Swapna; Retailing Management – Text and Cases; TMH, New Delhi.
2. Bajaj, Tuli and Srivastava; Retail Management; OUP, New Delhi.

References:

1. Sinha, P. K. and D. P. Uniyal; Managing Retailing; OUP, New Delhi.
2. Berman, Barry and Joel Evans; Retail Management; Pearson Education, New Delhi.
3. Diamond, Jay and GeraidPintel; Retailing; Prentice-Hall, NJ.
4. Levy, Michael & Barton A. Weitz; Retailing Management; Irwin, London.
5. Morgenstein, Melvin and HarriatStrongin; Modern Retailing; Prentice-Hall, NJ.

BM 361 Introduction to Production and Operations Management 3-0-0-3

Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting. [4]

Plant Location and Utilities: Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control. [3]

Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques. [5]

Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications. [7]

Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement- Time Study. [10]

Quality Control: Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle. [10]

Text Book:

1. Aswathappa. K & Bhat, Shridhar. K; Production and Operations Management, Himalaya Publishing House, New Delhi.

References:

1. Goel, B.S; Production Operations Management, Pragati Prakashan, Meerut.
2. Adam & Ebert; Production and Operations Management, PHI, New Delhi.
3. Buffa & Sarin; Modern Production/Operation Management, John Wiley & Sons, New Delhi.
4. Production/Operations Management, MS-53 (IGNOU), New Delhi

FA 371 Business Mathematics 3-0-0-3

Permutations and Combinations: Meaning and Applications. [3]

Sequences and Series: Arithmetic and Geometric Progressions. [3]

Matrix Algebra: Matrices, type of matrices and determinants, adjoint, transpose and Inverse of a matrix. Value of a determinant, Cramer's Rule and its applications, use of matrices in solution of equations. [7]

Functions: Linear, quadratic, exponential and logarithmic. [5]

Trigonometry: Elements of Trigonometry, Trigonometric ratios of sum and difference of angles, multiple angle, inverse trigonometric ratios. [6]

Differentiation: Using first principles, differentiation of sum, difference, product and division of function, chain rule of differentiation, Simple applications of differential coefficients, maxima and minima. [8]

Integration: Integration as an anti-derivative, methods of integration, use of standard formulae, Simple applications of integration. [7]

Text Book:

1. Kapoor V.K.: Business Mathematics, Sultan Chand & Sons, Delhi

References:

1. Allen R.G.D: Basic Mathematics; Macmillan, New Delhi
2. Dowling E.T.: Mathematics for Economics; Schaum Series, McGraw Hill, London
3. Loomba, Paul: Linear Programming, Tata McGraw Hill, New Delhi
4. Vohra N.D.: Quantitative Techniques in Management; Tata McGraw Hill, New Delhi
5. Soni R.S.: Business Mathematics, Pitamber Publishing House, New Delhi
6. Holden: Mathematics for Business and Economics; Macmillan India, New Delhi
7. Mehta & Madnani: Mathematics for Economists, Sultan Chand & Sons, Delhi
8. Mehta & Madnani: Basic Mathematics, Sultan Chand & Sons, Delhi

BB 302-Internship 0-0-0-6

Evaluation of Internship would comprise of project report and Viva-voce

Third Year (Spring Semester)

BM 332 Business Environment 3-0-0-3

Introduction: Nature and Significance of Environmental Analysis for Business Decisions. [2]

Dimensions of Business Environment: Economic, Technological, Socio-cultural, Political, Legal-Regulatory and Market Conditions, General and Specific Relevance of Environmental Conditions. [6]

Economic Environment: Economic Policy – An Overview, Changes in Government Policies since 1991, Impact of Liberalisation, Globalisation and Structural Reforms. Import-export Policy and its Domestic and International implications, Financial sector reforms. [7]

Technological Environment: Dynamics of Technological Environment, Challenge of Technology Upgradation, Impact of Foreign Investment and Foreign Collaboration. [6]

Socio-Cultural Environment: Demographic Profile, Class structure and Mobility, Rural-urban convergence, Changes in Consumption habits and life styles, Social Responsibilities of Business. [6]

Political Environment: Impact of competing Political Ideologies, Political Stability and Instability on Business activities, Business and Politics. [6]

Market Environment: Competitive conditions, Impact of entry of MNCs, Future of small-scale enterprises, Problems of Sick Industries and Remedies. [6]

Text Book:

1. Aswathappa, K., Essentials of Business Environment, Himalaya.

References:

1. Cherunilam, Francis, Business Environment, Himalaya Pub. House, 1996.
2. Ghosh, P.K., Business and Government, 1998, Sultan Chand, Delhi.
3. Devis, Keith, and Blomstrom, Robert L., Business and Society: Environment and Responsibility, 1975.
4. Ghosh, P.K. and Kapoor, G.K., Business Policy and Environment, 1998, Sultan Chand, Delhi.
5. Adhikary, M., Economic Environment of Business (latest ed.), Sultan Chand, Delhi.
6. Jalan, B., India's Economic Crises, 1991, Oxford Univ. Press, New Delhi.
7. Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.
8. Cherunilam, Francis, Business and Government, Himalaya.

FA 362 Quantitative Analysis for Managerial Applications-II 3-0-0-3

Linear Programming: Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method. [5]

Simplex Method: Simplex table, Conditions for application of simplex method, Solution to maximization and minimization problems including the Big M method. Duality in linear programming. [10]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. [7]

Assignment Model: Assignment problem as a variant of transportation problem, Methods of solving assignment problems. [7]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. [10]

Text Book:

1. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
3. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi
4. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

BM 314 **Services Marketing** **3-0-0-3**

Introduction: Concept, Nature and Types of Services, Goods v/s Services Marketing, Services Marketing Triangle. [5]

Environment for Services Marketing: Macro and Micro Environments, Understanding Service Customers – Models of Service Consumer Behaviour, Customer Expectations and Perception, Service Quality and GAP Model. [10]

Market Segmentation and Selection: Service Market Segmentation, Targeting and Positioning. [5]

Services Marketing Mix: Need for Expanded Marketing Mix, Planning for Service Offer; Pricing, Promotion and Distribution of Services; Management of People, Process and Physical Evidence; Matching of Demand for and Supply of Services. [10]

Service Marketing Applications: Marketing of Financial, Tourism, Health and Educational Services; International Marketing of Services and GATS. [9]

Text Book:

1. Bhattacharya, C., Services Marketing, Excel Books, New Delhi.

References:

1. Hoffman, D. and J. E. G. Bateson; Essentials of Services Marketing, South-Western Cengage Learning, Ohio, USA.
2. Rao, K. R. M.; Services Marketing, Pearson, New Delhi.
3. Lovelock, C. H.; Service Marketing, Prentice Hall, New Jersey.
4. Payne, A., The Essence of Services Marketing, PHI, New Delhi.
5. Verma, H. V.; Services Marketing, Pearson, New Delhi.
6. Zeithaml, V. A. et al; Services Marketing, Tata McGraw Hill, New Delhi.

BM 392 Rural Marketing 3-0-0-3

Rural Marketing: Importance, Nature and Scope; Rural vs Urban Marketing; Definition of Rural Area	[5]
Understanding Rural Marketing Environment: Geographical, Economic, Socio-Cultural and Infrastructural Factors and their Influence on Marketing Operations	[6]
Rural Consumer: Characteristics, Attitudes and Behaviour; Buying Patterns and Influences; Segmenting Rural Markets	[6]
Rural Marketing Strategies: Product Planning for Rural Markets, Quality and Size; Packaging and Branding Decisions; Pricing Decisions	[6]
Promotion and Distribution in Rural Markets: Media and Copy Decisions; Distribution Channels and Logistics in Rural Markets	[7]
Marketing of Agricultural Products: Pricing and Distribution of Agricultural Products; Role of Government and Organisations in Marketing of Agricultural Products; Co-operative Marketing; Problems in Agricultural Marketing	[9]

Text Books:

1.Kashyap, P.: Rural Marketing; Pearson, New Delhi.
2.Krishnamacharyulu, C. S.: Rural Marketing – Text and Cases; Pearson, New Delhi.

References:

1. Dogra, B. and Ghuman, K.: Rural Marketing – Concepts and Practices; TMH, New Delhi.
2. Ramkishen, Y.: New Perspectives in Rural and Agricultural Marketing; Jaico Publishing House, New Delhi.
3. Rajagopal: Management of Rural Business; Wheeler Publications, New Delhi.
4. Neelameghan S.: Marketing in India: Cases and Readings; Vikas Publishing House, New Delhi.
5. Gopalaswamy T. P.: Rural Marketing; Wheeler Publishers, New Delhi.
6. Nayyar H. and Ramaswamy P.: Globalization and Agricultural Marketing; Rawat Publications, Jaipur.
7. Memoria C. B.: Agricultural Marketing; Himalaya Publishing House, New Delhi.
8. Sayulu, Kuchi: Rural Marketing in India; Anmol Publications, New Delhi.

BM 324 Business Ethics and Values 3-0-0-3

Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories	[04]
Indian Management Ethos : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[8]
Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders. Whistle- Blower Policies. Ombudsman	[8]
Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1. Corporate Governance and Stewardship by N Balasubramanian; Tata McGrawHill
2. Corporate Governance: Concept & Dimensions by Sanjiv Agarwal; Snow white Publications P. Ltd.

References :

1. Study Material ICSI
2. Guidance Note on Corporate Governance Certificate
3. Companies Act, 2013
4. Rules on Companies Act, 2013
5. Listing Agreement by SEBI

EM 292 Indian Financial System 3-0-0-3

Financial System- Meaning, Component of Financial System, Functions of Financial System. [3]

Legal Framework- : Ministry of Finance, Ministry of Commerce, Ministry of Corporate Affairs, Reserve Bank of India (RBI), Security and Exchange board of India (SEBI), Companies Act-2013, FEMA, FERA, Prevention of Money Laundering Act- 2002. [8]

Financial Institutions - Commercial Bank, Development Bank, Merchant Bank, Mutual Fund Companies, Insurance Companies. [8]

Financial Market & Instruments: Money market, Capital Market [10]

Stock Exchanges: NSE, BSE, MCX [04]

Financial Services: (Basic Knowledge): Merchant Banking, Factoring, Under writing, Credit rating, Investment advisor, Portfolio Management, Broker. [06]

Text Books

1. The Indian Financial System – Bharati V. Pathak.
2. Indian Financial System – M. Y. Khan.

References:

1. ICSI Study Material - Capital Markets and Securities Laws Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.
2. IDBI Annual Reports.
3. Sharma G.L. and Singh Y.P. (eds.): Contemporary Issues in Finance and Taxation; Academic Foundation, New Delhi.
4. Kapila Raj And Kapila Uma: Banking And Financial Reforms In India, Vol. I, II, III & IV, Academic Foundation, Delhi.
5. Saunders Anthony: Financial Institutions Management: A Modern Perspective; Irwin Publication, McGraw Hill Co., New York.
6. Madura Jeff: Financial Market And Institution; West Publishing Company, New York.
7. Srivastava, R.M.: Management of India Financial Institutions; Himalaya Publishing House, Mumbai

Syllabus

Dual Degree (BBA)-(MBA)
(w.e.f. 2016)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

Programme: Dual Degree (BBA)-(MBA)

Programme Level: Undergraduate **Duration:** Five Years (Ten Semesters)

Curriculum Structure (2016-17 onwards)
First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	EL 101	Foundation Course in English	2	-	-	2	3	25	25	50
	BM 121	Principles of Management	3	-	-	3	3	25	25	50
	FA 141	Financial Accounting	3	-	-	3	3	25	25	50
	EM 121	Microeconomics	3	-	-	3	3	25	25	50
	FA 111	Business Statistics	3	-	-	3	3	25	25	50
	CA 111	Fundamentals of Computers and Information Technology	3	-	-	3	3	25	25	50
	CA 141	Application Software Laboratory	-	-	4	2	4	25	25	50
	MDC 003	Environmental Science	3	1	-	4	3	25	25	50
		Sub Total	**20**	**1**	**4**	**23**				
	GE 103	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 162	Business Communication	3	-	-	3	3	25	25	50
	BM 132	Organisation Behaviour	3	-	-	3	3	25	25	50
	BM 152	Entrepreneurship Development	3	-	-	3	3	25	25	50
	EM 122	Macroeconomics	3	-	-	3	3	25	25	50
	FA 162	Cost Accounting for Managers	3	1	-	4	3	25	25	50
	CA 192	Database Management System	3	-	-	3	3	25	25	50
			18	**-**	**-**	**19**				
	GE 104	Proficiency (Non-Credit) #	-	-	-	1				

Curriculum Structure (2016-17 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	BM 231	Marketing Management-I	3	-	-	3	3	25	25	50
	BM 241	Human Resource Management-I	3	-	-	3	3	25	25	50
	BM 251	Business Regulatory Framework-I	3	-	-	3	3	25	25	50
	FA 241	Financial Management-I	3	-	-	3	3	25	25	50
	BM 261	Management Information System and Knowledge Management	3	-	-	3	3	25	25	50
	FA 211	Corporate Accounting	3	-	-	3	3	25	25	50
		Foreign Language-I ‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 203	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 232	Marketing Management-II	3	-	-	3	3	25	25	50
	BM 242	Human Resource Management-II	3	-	-	3	3	25	25	50
	BM 292	Business Regulatory Framework-II	3	-	-	3	3	25	25	50
	FA 242	Financial Management-II	3	-	-	3	3	25	25	50
	BM 262	Electronic Commerce	3	-	-	3	3	25	25	50
	FA 214	Basic of Taxation Laws	3	-	-	3	3	25	25	50
		Foreign Language-II ‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 204	Proficiency (Non-Credit) #	-	-	-	1				

‡ *Refer to the Foreign Languages section*
Note: *Each student shall undergo Internship of Six weeks during the break after Spring Semester of Second year in an approved organization.*

Curriculum Structure (2016-17 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	BM 331	International Business	3	-	-	3	3	25	25	50
	FA 361	Quantitative Analysis for Managerial Applications-I	3	-	-	3	3	25	25	50
	BM 381	Strategic Management	3	-	-	3	3	25	25	50
	BM 371	Retail Management	3	-	-	3	3	25	25	50
	BM 361	Introduction to Production and Operations Management	3	-	-	3	3	25	25	50
	FA 371	Business Mathematics	3	-	-	3	3	25	25	50
	BB 302	Internship**	-	-	-	6	-	100		
		Sub Total	**18**	**-**	**-**	**24**				
	GE 303	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 332	Business Environment	3	-	-	3	3	25	25	50
	FA 362	Quantitative Analysis for Managerial Applications-II	3	-	-	3	3	25	25	50
	BM 314	Services Marketing	3	-	-	3	3	25	25	50
	BM 392	Rural Marketing	3	-	-	3	3	25	25	50
	BM 324	Business Ethics and Values	3	-	-	3	3	25	25	50
	EM 292	Indian Financial System	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 306	Proficiency (Non-Credit) #	-	-	-	1				

Total Credits **126**

Evaluation of Proficiency will be based on the participation in co- curricular / extra-curricular activities.
**Course Work (CW) would include regularity, evaluation of assignments, surprise tests, etc.*
***Evaluation of Internship would comprise of Project Report and Viva-voce.*

COURSE DESCRIPTION & SUGGESTED READINGS
Dual Degree (BBA)-(MBA)
First Year (Autumn Semester)

EL 101 Foundation Course in English 2-0-0-2

Sentence Structure: Elements of a sentence (Subject, Verb, Object, Complement and adjunct). [4]

Transformation of Sentence Structure: Degrees of adjectives, Active and Passive Voice (statement, negative, interrogative and imperative), Direct and indirect narration (statement, negative, interrogative and imperative). [4]

Correct Usage of Language: Tenses (Present, Past and Future), Modals (can, could, will, would, shall, should, may, might, must, ought to, need) Phrasal verbs, Determiners (a, an, the, little, a little, few, a few, much, more, most). [6]

Writing Skills: Theme (Paragraph) writing, Letter (formal, informal, business letters) and application writing, report writing, résumé writing. [4]

Common Errors in Effective Communication: How to avoid common sentence–structural errors, vocabulary and pronunciation. [4]

Reading Comprehension: Efficient reading and note taking. [4]

Text Book:

1. Leech Geoffery: English Grammar for today, Longman, Delhi

References:

1. Hornby A.S.: A Guide to patterns and usage, Oxford University Press, Delhi
2. Murphy and Reynold: Essentials of English grammar, Cambridge University Press.
3. Wren & Martin: English Grammar & Composition, S.Chand & Co, Delhi
4. Quirk & Greenbaum: University English Grammar, Longman Publications
5. Sharma, R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi

BM 121 Principles of Management 3-0-0-3

Introduction: Concept, Nature, Process and Significance of Management, Coordination as essence of Management, Development of Management Thought- Classical, Neo-Classical, Behavioural, Systems and Contingency Approaches. [6]

Planning: Nature, Scope and Objectives of Planning, Types of Plans, Planning Process, Management By Objectives (MBO), Decision Making-Concept, Types, Process and Techniques. [7]

Organizing: Concept, Nature, Process and Significance, Span of Control, Departmentation, and Types of an Organization, Authority-Responsibility, Delegation and Decentralization, Formal and Informal Organization. [7]

Staffing: Concept, Nature and Importance of Staffing. [4]

Motivation and Leading: Nature and Importance of Motivation, Types of Motivation, Theories of Motivation-Maslow, Herzberg, X, Y and Z. Leadership Styles-Likert's System of Management, Tannenbaum and Schmidt Model and Managerial Grid. [9]

Controlling: Concept and Process of Controlling, Types of Control, Control Techniques, and Effective Control Systems. [6]

Text Book:

1. Mathew, M.J.; Management, Sheel Sons, Jaipur.

References:

1. Gupta, C.B.; Principles and Practice of Management, Mayoor Paperbacks, Jaipur
2. Harold, Koontz and Weihrich; Essentials of Management TMH, New Delhi
3. Scott, Thomas; Management Competing in the New Era, Tata McGraw Hill, New Delhi
4. Prasad, L.M.; Principles and Practices of Management, Sultan Chand and Sons, New Delhi

FA 141 Financial Accounting 3-0-0-3

Depreciation, Provisions and Reserves: Concept, Causes of Depreciation, Depreciation Accounting, Methods of recording Depreciation, Methods of providing Depreciation, Depreciation of different assets, Depreciation of Replacement Cost, Depreciation Policy as per Accounting Standard 4, Provisions and Reserves	[6]
Final Accounts- Preparation of final accounts from Trial balance- Adjustment entries – Preparation of final accounts with adjustments	[10]
Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers	[7]
Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance	[7]
Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal	[4]
Joint Venture Accounts: Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment	[5]

Text Book:

1. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur.

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc.
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand and Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced accounts, S.Chand & Co. New Delhi.
5. Compendium of Statement and Standards of Accounting: The Institute of Chartered Accountants of India, New Delhi
6. Maheshwari, S.N.: Advanced Accounting, Vikas Publishing House, Delhi
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi

EM 121 Microeconomics 3-0-0-3

Introduction: Meaning, nature and scope. Basic concepts of Economics—Equilibrium, Utility, Opportunity cost, Marginal and Incremental principles. [5]

Theory of Demand: Demand for a Product, Individual demand, Market demand, determinants of demand, Elasticity of demand and its determinants, Importance of elasticity of demand. [9]

Theory of Consumer Behaviour: Utility analysis, Indifference curve analysis. [7]

Theory of Production and Costs: Law of variable proportions, iso-quants, economic region and optimum factor combination, expansion path, returns to scale, internal and external economies, Ridge lines, Theory of cost in short run and long run, Revenue function. [9]

Theory of Firm and Market Organization: Pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly, kinked demand curve, and price leadership. [9]

Text Book:

1. Dwivedi D.N.: Pinciples of Economics, Vikas Publishing House, New Delhi.

References:

1. Koutsoyiannis A.: Modern Micro-economics, Macmillan New Delhi
2. Richard G. Lipsey: An introduction to positive Economics, ELBS, Oxford.
3. G. Stigler: The Theory of price; Prentice Hall Of India, New Delhi
4. Neils & Parker: The Essence of Business Economics, Prentice Hall Of India, New Delhi
5. Ferguson P.R.and Rothschild R. and Ferguson G. J.: Business Economics, Macmillan, Hampshire.
6. Ahuja H.L.: Business Economics; S.Chand & Company, New Delhi
7. Seth M.L.: Principles of Economics, Laxminarayan Agarwal, Educational Publishers, Agra
8. Jhingan M.L.: Micro Economic Theory, Vrinda Publications Pvt. Ltd., Delhi

FA 111 Business Statistics 3-0-0-3

Introduction to Statistics: Definition, scope, uses, misuses and limitations of statistics. Collection of primary and secondary data, approximation and accuracy, statistical errors. [3]

Classification and Tabulation of Data: Meaning and Characteristics, frequency distribution- simple and manifold tabulation, Graphs of Frequency Distribution and Curves, Ratio-scale graph. [4]

Measures of Central Tendency: Arithmetic Mean— simple and weighted, Partition values- Median (including Quartiles, Deciles and Percentiles), Mode, Geometric and Harmonic Means-simple and weighted. [9]

Measures of Dispersion: Absolute and Relative Measures of Dispersion— Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance. Moments, Skewness and measures, Kurtosis and measures. [7]

Analysis of Bivariate Data: Correlation-Meaning and Significance, Scatter diagram, Correlation graph, Karl Pearson's coefficient of linear correlation between two variables, Coefficient of correlation by Spearman's Rank Differences method and Concurrent Deviation method. [6]

Regression Analysis: Meaning and significance, Lines of Regression, Relationship between Correlation and Regression. [3]

Index Numbers: Meaning, types and uses, Methods of constructing Price and Quantity indices (Simple and Aggregate), Tests of Adequacy, Fisher's Ideal Index number, Chain-based index numbers, Base shifting, Splicing and Deflating, Problems in constructing index numbers, Consumer Price index. [7]

Text Book:

1. S.P.Gupta: Statistical Methods, Sultan Chand & Sons, Delhi

References:

1. Hooda, R.P.: Statistics for Business and Economics; Macmillan, New Delhi
2. Ya-Lun Chou: Statistical Analysis with Business and Economic Applications, Holt; Rinehart and Winster, New York.
3. Lewin and Rubin: Statistics for Management; Prentice-Hall of India, New Delhi.
4. Sancheti D.C. and Kapoor V.K.: Statistics (Theory, Methods & Application); Sultan Chand & Sons, New Delhi
5. Hoel & Jaessen: Basic Statistics for Business and Economics; John Willey and Sons, New York.
6. Sharma, Jain, Pareek: Business Statistics; Shivam Book House, Jaipur
7. Ranga, Gupta, Goyal, Bhatnagar, Soni: Business Statistics; Ajmera Book Company, Jaipur
8. Rajpurohit, Maheshwari, Sharma: Business Statistics; Ramesh Book Depot, Jaipur
9. Nagar, K.N.: Practical Problems in Statistics; Meenakshi Prakashan, Meerut

CA 111 Fundamentals of Computers and Information Technology 3-0-0-3

Computer Concepts: Definition, Block Diagram and Applications in Modern Society, History, Types and Generations. [3]

Functional Units of Computer Processing System: Hardware, CPU, Storage Devices and Media, VDU, Input/Output Devices, Data Communication Equipments, Information Concept and Processing-Data, Information, Knowledge and Wisdom. [8]

Data Representation: Representation of Data, Bits and Bytes, Number System, Binary, Octal, Hexadecimal, Conversions, Arithmetic Operations in Binary Numbers, ASCII and EBCDIC, BCD Character Sets. [6]

Software Concepts: Types of Software, Programming Language, Machine Language, Assembly Language, High Level Language, Generations of Language, Assembler, Interpreter, Compiler. [6]

Operating System: Functions, System Call, Interrupts, Concept of Resource Manager, Batch Processing, Multiprogramming, Multiprocessing, Time Sharing and Real Time System, MS-DOS, MS-Windows. [10]

Data Communication: The Basic Communication System, Data Transmission Modes-Simplex, Half Duplex, Full Duplex, LAN, MAN, WAN, Network Topologies. [6]

Text Book:

1. P.K. Sinha, " Fundamentals of Computers", BPB Publication, New Delhi

References

1. Peter Norton's, "Introduction to Computers", TMH, New Delhi
2. R. K Taxali, "PC Software for Windows", TMH, New Delhi
3. Coutrer, "Mastering Office 2000", BPB Publication, New Delhi
4. V.Rajaraman, "Introduction to Computer", PHI, New Delhi

CA 141 Application Software Laboratory 0-0-4-2

Assignments are based on the course CA 111 Fundamentals of Computers and Information Technology.

MDC003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:

i) Cultural Basics of our Environmental Crisis:
ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:

i) What has posterity ever done for me?
ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides.

Suggested Case Studies:

i) The tragedy of commons: [06]

ii) We all live in Bhopal
iii) The Silent Spring;

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:
i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply [06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.
Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it. [06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, [11]

management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies

d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?

e. **Judicial activism**

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

[04]

Text Books

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001)
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004)

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015)
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986)
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973)
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987)
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992)
7. Lester Brown, Christofer Favin, Sandra Postel, Vision of a Sustainable World, The Worldwatch Reader, Ed Lester R. Brown New York (1991)
8. W.P. Pruden and S.H. Anderson, Environmental Sciences, Charles. E., Meredith Publication, NY, USA(1983)

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times

Magazine, New York (1975)

14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

First Year (Spring Semester)

BM 162 Business Communication 3-0-0-3

Introduction: Basic forms of communication, Communication models and processes, Effective communication, Theories of communication, Audience analysis	[5]
Corporate Communication: Formal and Informal Communication networks, Grapevine, Miscommunication (Barriers), Improving Communication, Practices in Business Communication and Group discussions	[6]
Report Writing: Introduction to a proposal, Elements of a Report, Short report and formal report, Report Preparation and Presentation	[3]
Oral Presentation: Principles of oral presentations, Factors affecting presentation, Sales presentation, Training presentation, Conducting surveys, Speeches to motivate, Effective presentation skills and , Individual and group presentations	[8]
Non-Verbal Aspects of Communication: Body language, Kinesics, Proxemics, Para language	[3]
Effective Listening: Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars	[7]
Interviewing Skills: Appearing in interviews, Conducting interviews, Writing resume and Letter of Application, Mock interviews	[5]
Modern Forms of Communication: Fax, E-mail, Video-conferencing and their uses in business	[2]

Text Book:

1. Kaul, Business Communication, Prentice Hall, New Delhi.

References :

1. Gupta, C.B., Business Communication, Sulthan Chand & Sons, New Delhi.
2. Rajendra Pal and Korlhalli J.S., Essentials of Business Communication , Sultan Chand & Sons, New Delhi.
3. Nirmal Singh, Business Communication Principles, Methods and Techniques - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Sharma, R.C., and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Varinder Kumar and Bodh Raj, Business Communication, Kalyani Publishers, New Delhi.

BM 132 Organisation Behaviour 3-0-0-3

Introduction: Concept, Significance, Skills and Roles of OB in an organization, Disciplines contributing to OB. [4]

Individual and Group Dimensions: Personality, Perception, Motivation – Maslow's Theory, ERG Theory, Herzberg's Two Factor Theory, McClelland's Need Theory, Vroom's Expectancy Theory. [9]

Interpersonal and Group Dynamics: Johari window, Transactional Analysis, Concept of Group, Types of Group, Formal and Informal Group, Group Norms, Group cohesiveness, Stress Management. [9]

Leadership: Trait Theory, Situational Theory, Managerial Grid, Hersey Blenchard Theory, Fiedler's Contingency Theory. [6]

Managing Conflict: Concept, Reasons for Conflict. Intra-individual, Inter-personal and Group Conflicts. [5]

Managing Change: Factors of Organisational Change, Resistance to Change, Change Agents. [6]

Text Book:

1. Prasad, L.M. :Organisation Behavior; Sultan Chand & Sons, New Delhi.

References:

1. Stephen P.Robbins; Organisation Behavior; Prentice Hall India, New Delhi.
2. Luthans, Fred: Organisation Behavior; Tata McGraw Hill, New Delhi.
3. Khanka, S.S. :Organisation Behavior; Sultan Chand &Sons, New Delhi.
4. Moorhead Griffin; Organisation Behavior, Jaico Publishing House, Mumbai
5. Hershey, Blenchard, Johnson,: Management of Organization Behaviour, Pearson Education, New Delhi
6. Newstrom W.John and Devis Keith :Organisation Behavior, Tata McGraw Hill, New Delhi.

BM 152 **Entrepreneurship Development** **3-0-0-3**

Introduction: Entrepreneur—Definition, Types, Characteristics, Entrepreneurship—Concept, Characteristics, Process, Theories of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurship vs. Intrapreneurship, Women Entrepreneurship, Role of Entrepreneurs, Rural Entrepreneurship—Role and Prospects, [8]

Project Identification and Financial Analysis: Meaning of project, project identification, formulation, feasibility analysis, financial analysis-cost and revenue estimates, techniques of financial analysis. [8]

Entrepreneurship Development: Meaning, Objectives, Issues of Entrepreneurship Development Programmes (EDP), EDP Organisations—MDI, EDII, Industrial Sickness and Role of BIFR. [8]

Incentives and Subsidies: Need, Objectives, Schemes and Advantages, Institutional Finance to Entrepreneurs—SIDBI, NABARD, KVIC. [5]

Small-scale Industries: Concept, evolution, role, problems and prospects, policies governing small-scale industries, organizational structure, ownership pattern, export potential of small-scale industries. [10]

Text Books:

1. Desai, Vasant; Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, New Delhi
2. Gupta, C B. & Shrinivasan, N.P.; Entrepreneurship Development in India, Sultan Chand & Sons, New Delhi.

References:

1. Shrivastava, S.B.; A Practical guide to Industrial Entrepreneurs, Sultan Chand & Sons, New Delhi
2. Holt, David H., Entrepreneurship-New Venture Creation, Prentice Hall of India, New Delhi.
3. Ghosh, Biswanath; Entrepreneurial Development in India National Publishing House, Jaipur
4. Dr.Arun Kaulgod; Entrepreneurial Management, Vikas Publishing, New Delhi

EM 122 Macroeconomics 3-0-0-3

Introduction: Meaning, nature and scope, Importance of macroeconomics, Limitations of macroeconomics, Difference between micro and macroeconomics. [6]

National Income Accounting: Meaning of National Income and National Product, measurement of National Income, difficulties in the measurement of National Income, National Income as a measure of welfare and economic progress. [11]

Theory of Income and Employment: Classical theory of output and employment, Say's law of markets, Keynesian theory of income determination, determinants of Macro equilibrium with aggregate demand and aggregate supply functions under employment, Keynes' criticism of Say's law and classical theory of income and employment, Theory of multiplier. [14]

Business Cycles: Phases of business cycles, features of business cycles, theories of business cycles. [8]

Text Book:

1. Dwivedi D.N.: Pinciples of Economics, Vikas Publishing House, New Delhi.

References:

1. Jhingan, M.L.; Macro economic theory, HPH; Mumbai
2. Ahuja, H.L.; Macroeconomics; S.Chand &Co, New Delhi.
3. Seth, M.L.: Macroeconomics, Laxmi Narayan Agarwal Educational, Agra.
4. Vaish, M.C.: Macro Economic Theory, Vikas Publishing House, New Delhi.
5. Sethi, T.T: Monetary Economics, S.Chand & Company Ltd., New Delhi.

FA 162 Cost Accounting for Managers 3-1-0-4

Introduction to Cost Accounting: Meaning, Definition, Scope and uses of cost accounting, Difference between cost accounting and financial accounting, Cost concepts and classification of costs	[5]
Accounting for Material: Material control—Concept and techniques, Pricing of material issues, Treatment of material losses.	[6]
Accounting for Labour: Labour cost control procedures, Labour turnover, Idle time and overtime, Methods of wage payment—time and piece rates, Incentive schemes.	[6]
Accounting for Overheads: Classification and departmentalization, Absorption of overheads, Determination of overhead rates, Under and over absorption, and its treatment.	[7]
Methods of Cost Ascertainment:	
a. Unit costing	[3]
b. Job, Batch and Contract costing	[8]
c. Operating costing	[5]
d. Process Costing: Excluding interpersonal profit and equivalent production	[6]
Budgeting Control: Introduction, Importance of Budgeting techniques, Types of Budgets	[6]

Text Book:

1. Arora, M.N., Cost Accounting-Principles and Practice, Vikas Publishing Housing, New Delhi

References:

1. Jain, S.P., and Narang K.L., Cost Accounting, Kalyani, New Delhi.
2. Anthony Robert, Reece, et al, Principles of Management accounting, Richard D. Irwin Inc Illinois
3. Horngren, Charles, Foster and Datar, Cost Accounting-A Managerial Emphasis, Prentice-Hall of India, New Delhi.
4. Khan, M.Y., and Jain P.K., Management Accounting, Tata McGraw Hill.
5. Kaplan, R.S., and Atkinson A.A., Advanced Management Accounting, Prentice India International.
6. Tulsian, P.C., Practical Costing, Vikas Publishing House, New Delhi.
7. Maheshwari, S.N., Advanced problems and Solutions in Cost Accounting, Sultan Chand & Sons, New Delhi.
8. Jain, Khandelwal, Pareek, Cost Accounting, Ajmera Book Company, Jaipur
9. Oswal, Rajpurohit, Maheshwari, Modi, Cost Accounting, Ramesh Book Depot, Jaipur.
10. Bhattacharya, Principles & Practice of Cost Accounting, Prentice Hall of India, Delhi
11. Dutta, Cost Accounting: Principles & Practice, Pearson Education, Delhi
12.

CA 192 Database Management System 3-0-0-3

Introduction: Database and Database users, Characteristics of Database, Database systems, Data models, schemes and instances, DBMS architecture and data independence, Functions of DBA. [9]

File Organization Techniques: Types of files—Sequential files, Random files and Indexed Sequential files, Normalizations. [6]

Relational Model Concepts: DML, DDL, DCL, Query in RDBMS, Relational constraint, relational algebra, Introduction to SQL, database design. [9]

Data Normalization: Functional Dependencies, normal form based on primary key (1NF, 2NF, 3NF and BCNF), Security—Data base security, recovery, and authorization. [10]

Advanced Concepts: Distributed database and Client server architecture, Data warehousing and Data mining, emerging database technologies and Applications. [5]

Text Book:

1. R Elmarsi & S B Navathe, "Fundamentals of Database Systems", Addison Wesley, New Delhi

References:

1. A Silberschatz, H Korth, S Sudershan, "Data Base Concepts", TMH, New Delhi
2. Bipin Desai, "An Introduction to Database Systems", Galgotia Publications, New Delhi
3. A K. Majumdar, P Battacharya, "Database Management System", TMH, New Delhi
4. Jim Melton, A Simon, "Understanding The New SQL- A Complete Guide", Morgon Kaufmann Publishers, New Delhi

Second Year (Autumn Semester)

BM 231 Marketing Management-I 3-0-0-3

Introduction: Nature and Scope of Marketing, Importance of Marketing, The Marketing Concept, Selling vs. Marketing, Marketing Mix. [7]

Marketing Environment: Micro-Environment, Macro-Environment—Demographic, Economic, Natural, Technological, Politico-Legal and Socio-Cultural Environments, Indian Marketing Environment. [7]

Buyer Behaviour and Market Segmentation: Factors influencing Buyer Behaviour, Buying Decision Process, Profile and Features of Indian Consumers, Market Segmentation- Meaning, Levels, Bases of Segmentation. [9]

Managing the Product: Product Planning, Product Mix, Deciding Product Policy, Product Line Decisions, Product Differentiation, Brand Equity, Packaging, Labelling, Concept of Product Life Cycle, New Product Development Process. [9]

Pricing: Pricing Objectives, Factors influencing Pricing, Types of Pricing, Pricing Procedure. [7]

Text Book:

1. Chhabra, T.N & Grover, S.K; Marketing Management, Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; Marketing Management, Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; Marketing Management, Mc Millan, New Delhi.
3. Shrivastava, P.K; Marketing Management, Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi.

BM 241 Human Resource Management-I 3-0-0-3

Introduction: Concept, Scope, Objectives and Environment of HRM, Personnel Management vs. HRM. [7]

Acquisition of Human Resource: Human Resource Planning, Job Analysis, Job Design, Recruitment Sources, Methods, Selection Process—Tests, Interviews. [9]

Training and Development: Need, Objectives, Methods of Training, Evaluation and Development Programmes. [8]

Performance Appraisal: Concept, Objectives, Techniques of Performance Appraisal and Limitations. [8]

Compensation and Benefits: Job Evaluation- Concept, Process, Significance, Components of Employee Compensation—Financial and non-financial. [7]

Text Book:

1. Rao, V.S.P.; Human Resource Management, Excel Books, New Delh

References:

1. Aswathappa; Human Resource Management, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B. and Gankar, S. V.; Personnel Management, Himalaya Publishing House, New Delhi.
4. Dessler, Gary; Human Resource Management, Pearson Education, New Delhi.

BM 251 Business Regulatory Framework-I 3-0-0-3

The Indian Contract Act, 1872: Nature of contract, classification, Offer and acceptance, Capacity of parties to contract, Free consent, Consideration, Legality of object, Agreements expressly declared void, Performance of contract, Discharge of contract, Remedies for breach of contract. [18]

Sale of Goods Act, 1930: Goods and their classification, Price, Conditions and Warranties, Transfer of Property, Rights of an Unpaid seller. [8]

Indian Partnership Act, 1932: Definition and nature of Partnership, Rights and Duties of a Partner, Dissolution of a Partnership. [6]

The Consumer Protection Act, 1986: Objectives and Scope of the Act, Definition of Consumer, Consumer Protection Council, Consumer Disputes Grievance Redressal Machinery—District Forum, State and National Commission. [7]

Text Book:

1. Kapoor, N.D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

References:

1. Kuchhal, M.C.; Business Law, Vikas Publishing House, New Delhi.
2. Mathew, M.J.; Principles and Practices of Commercial Law, RBSA Publisher, Jaipur.
3. Tulsian, P.C.; Business Law, Tata Mc Graw-Hill Publishing Company Ltd, New Delhi.
4. Singh, Avtar: Mercantile Law, Eastern Book Co., Lucknow.

FA 241 Financial Management-I 3-0-0-3

Financial Management: Meaning, Concept and objectives, Scope and functions, understanding markets and changing Environment of Business, Finance and other discipline. [4]

Financial Decisions: Long-term financing, Short-term Financing, Term Financing, Venture capital. [3]

Capital Structure: Theories—Net Income, Net Operating Income, Modigliani-Miller Approach and Traditional Approach, Determinants of Capital Structure. [10]

Financial Analysis through Leverages: Operating and financial leverages, their measure, Effects on profit, analyzing alternate financial plans, combined financial and operating leverages, Indifference point. [4]

Analysis of Financial Statements: Techniques of Financial Analysis, Ratio analysis, Funds-Flow Analysis, Cash Flow Analysis. [12]

Management of Working Capital: Nature and Significance of working capital, Operating cycle and factors determining Working Capital requirements, Estimation of Working Capital. [6]

Text Book:

1. Agarwal, M.R.: Financial Management; Garima Publication, Jaipur

References:

1. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
2. Van Horne J.C.: Fundamentals Of Financial Management; Prentice Hall of India, New Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi
4. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi
5. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
6. Brigham E.F., Gapenski L.C. and Ehrhardt M.C.: Financial Management: Theory and Practices; Harcourt College Publishers, Singapore.
7. Bhalla V.K.: Modern Working Capital Management; Anmol Publication New Delhi.
8. Agarwal & Agarwal: Financial Management; Ramesh Book Depot, Jaipur

BM 261 Management Information System and Knowledge Management 3-0-0-3

MIS and Concept of Management: Elements, Characteristics, Need, Objectives, Importance, Limitations of Management, Relationship between MIS and Computer, Role of MIS in the functions of Management. [8]

Information Concept: Classification and Levels of Information, Techniques of Data Collection, Quality aspect of Information, Value of Information, Relation between MIS and Information. [5]

Knowledge Management: Definition, Evolution, Types, Implication for Knowledge Management, challenges, KMSLC, Comparative studies between SDLC and Knowledge Management system development, Role of Knowledge developer. [8]

Decision Making: Decision Making Concepts, Rationality in Decision Making, Decision Support System, MIS as a technique for programmed decisions, Model of Decision Making, Methods, MIS and Role of Decision Making. [6]

Typical Information Systems: Marketing, Financial, Material, Production and Human Resource Management Information Systems. [6]

Development of MIS: Strategic and project planning for MIS, Conceptual System design, Detailed Design, Implementation, Evaluation and maintenance of MIS. [6]

Text Book:

1. Jawadekar, "Management Information System", TMH, New Delhi

References:

1. R G Murdick, J E Ross, J R Clagget, "Information Systems for Modern Management", PHI, New Delhi
2. Jawadekar, "Management Information System", TMH, New Delhi
3. Sadagopan, "Management Information System", PHI, New Delhi
4. Parker, Case, Thomas, "Management Information System: Strategies and Action", TMH, New Delhi
5. Elias M. Awad, "Knowledge Management", TMH, New Delhi
6. W. H. Inmon, "Building Data Warehousing", Wiley Publishing House, New Delhi
7. Han, Jiawei, Kamber, Michelinal, "Data Mining Concepts & Techniques", Harcourt India, New Delhi

FA 211 Corporate Accounting 3-0-0-3

Accounting for Share Capital: Issue, Forfeiture, Re-Issue of Equity Shares, Sweat Equity Shares, Employee Stock Option, Right shares and Bonus shares, Buyback of Equity shares, Issue and Redemption of Preference shares. [11]

Accounting for Loan Capital: Classes of Debentures, Difference between Share and Debenture, Issue and Redemption of Debentures. [9]

Final Accounts of Companies: Statement of Affairs and Statement of Profit and Loss including computation of managerial remuneration and disposal of profits. Forms of Balance Sheet, Profit prior to incorporation. [9]

Valuation of Goodwill of Companies: Need, Components, General Factors affecting Goodwill, Methods of Evaluation. [5]

Valuation of Shares: Need and Methods of Evaluation. [5]

Text Book:

1. Maheshwari S.N.: Corporate Accounting, Vikas Publishing House, New Delhi

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand & Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced Accounts, S.Chand & Co. Delhi
5. S.N. Maheshwari: Advanced Accounting, Vikas Publishing House, Delhi
6. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi
8. Sehgal & Sehgal: Advanced Accountancy – I and II; Taxmann Publications, Delhi
9. Oswal, Agarwal, Modi, Surolia, Bhargava: Financial Accounting; Ramesh Book Depot, Jaipur

Second Year (Spring Semester)

BM 232 Marketing Management-II 3-0-0-3

Marketing Channels: Types of Channels, Channel Functions, Logistics and Physical Distributions- Objectives and Functional Areas of Physical Distribution, Physical Distribution in the Indian Context. [8]

Marketing Communication: Meaning and Importance, Communication Objectives, Effective Communication, Communication Process. [5]

Promotion Tools: Advertising- Meaning, Objectives, Types in Advertising decisions, Planning and evaluation of Advertising Campaign, Trends in Advertising in India, Personal Selling—Objectives, Functions and Principles, Public Relations—Importance and Methods, Direct Marketing, Sales Promotion. [11]

Marketing Research and Control: Need for Marketing Research, Marketing Research Process, Techniques, Need and Tools of Control. [10]

Marketing Challenges: Marketing in 21st Century, Impact of Globalization, Technological Advances, Deregulation of Marketing in India. [5]

Text Book:

1. Chhabra, T.N & Grover, S.K; Marketing Management, Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; Marketing Management, Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; Marketing Management, McMillan, New Delhi.
3. Shrivastava, P.K; Marketing Management, Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi

BM 242 Human Resource Management-II 3-0-0-3

Industrial Relations: Concept, Importance, Industrial Conflicts and Dispute Settlement Machinery. [6]

Trade Unions: Meaning, Importance of Unionship, Evolution of Trade Union Movement in India, Union Problems, Measures to strengthen Trade Union, Employee welfare and Social security measures. [9]

Collective Bargaining: Concept, Process, Pre-requisites of Collective Bargaining, Collective Bargaining vs. Negotiation Skills. [6]

Grievance Procedure and Discipline: Introduction, Objectives, Essential pre-requisites of Grievance procedure, Disciplinary procedure. [8]

Employee Participation: Objectives, Forms of Employee Participation. [5]

International HRM: Dimensions, Domestic HRM and International HRM, Basic steps in HRM, the expatriate problem. [5]

Text Book:

1. Rao, V.S.P.; Human Resource Management, Excel Books, New Delhi.

References:

1. Aswathappa; Human Resource Management, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B.and Gankar, S. V.; Personnel Management, Himalaya Publishing House, New Delhi.
4. Dessler Gary; Human Resource Management, Pearson Education, New Delhi.

BM 292 **Business Regulatory Framework-II** **3-0-0-3**

Negotiable Instruments Act, 1881: Essentials of a Negotiable Instrument, Kinds of Negotiable Instruments, Holder and Holder in Due Course, Negotiation by Endorsement, Crossing of a Cheque, Dishonor and Discharge of a Cheque. **[11]**

The Companies Act, 2013 (Basic Knowledge): Essential Characteristics of a Company, Types of Companies, Memorandum of Association, Articles of Association, Prospectus, Shares- Kinds, Allotment, Transfer and Purchase by a Company of its own shares, Protection of Minority Shareholders from Mismanagement and Oppression. **[12]**

Company Management: Appointment and Removal of Directors, Rights and Liabilities of Director, Meeting- Kinds of Meetings and Resolution. **[10]**

Foreign Exchange Management Act, 2000: Definition, Provisions, Authorized person, revocation of authorization Powers of Reserve Bank, Appeal, Appellate Tribunal, Directorate of Enforcement. **[6]**

Text Book:

1. Kapoor, N.D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

References:

2. Kuchhal, M.C.; Business Law, Vikas Publishing House, New Delhi

3. Mathew, M.J.; Principles and Practices of Commercial Law, RBSA Publisher, Jaipur.

4. Tulsian, P.C.; Business Law, Tata Mc Graw-Hill Publishing Company Ltd, 5. New Delhi.

6. Kapoor, N.D.; Elements of Company Law, Sultan Chand & Sons, New Delhi.

FA 242 Financial Management-II 3-0-0-3

Capital Budgeting: Nature of Investment decisions, Identifying relevant cash flows, cash flows vs. accounting profit investment, Evaluation criteria, Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, NPV and IRR comparison, Project selection under capital rationing. [10]

Cost of Capital: Significance of cost of capital, Calculating cost of debt, Preference shares, equity capital and retained earnings, Combined (weighted) cost of capital. [8]

Dividend Policy Decision: Dividend and Valuation Theories. [5]

Management of Cash: Introduction, objectives of cash management, motives for holding cash, Cash management techniques and models. [4]

Management of Receivables: Introduction, objectives, Credit policies Credit terms and collection policies. [4]

Management of Inventory: Introduction, objectives and techniques of inventory management. [4]

Marginal Costing and Managerial Techniques: Meaning, Difference between marginal costing and absorption costing method, Break Even Analysis (with Break even chart and Indifference point). [4]

Text Book:

1. Agarwal, M.R.: Financial Management; Garima Publication, Jaipur

References:

1. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
2. Van Horne J.C.: Fundamentals of Financial Management; Prentice Hall of India, New Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi
4. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi
5. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
6. Brigham E.F., Gapenski L.C. and Ehrhardt M.C.: Financial Management: Theory and Practices; Harcourt College Publishers, Singapore.
7. Bhalla V.K.: Modern Working Capital Management; Anmol Publication New Delhi.
8. Agarwal & Agarwal: Financial Management; Ramesh Book Depot, Jaipur

BM 262 Electronic Commerce 3-0-0-3

Introduction to E-commerce: Meaning and concept, Need for E-commerce, Classification of E-commerce, Electronic vs. Traditional commerce, E-commerce and E-business, Business applications of E-commerce, E-commerce as an electronic trading System, Special features. [7]

Network Infrastructure and Protocol: LAN, Ethernet, WAN, Internet, TCP/IP, DNS, FTP, E-mail, WWW server, Web Browser, HTTP. [6]

Electronic Payment System: Introduction, Online Payment System, Prepaid electronic payment system, post paid electronic system, E-cheques, Debit and Credit Cards, Smart Cards, E-purses. Credit and legal risk of e-payment system. [6]

Website Design: Role of website in B2C E-commerce, website strategies and web-site design principles, Push and pull technologies, Alternative methods of customer communication. [6]

Business to Business E-Commerce: Need and alternative of B2B E-commerce, Technologies, EDI and paperless trading, EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, Features of EDI service arrangements, Internet-based EDI. [8]

Securing Network Transaction: Security policy, Procedures and practices, Transaction Security, Fireball, Cryptography Algorithm, Public Key Algorithm, Authentication Protocol, Digital Signature, Site Security, E-Mail Security. [6]

Text Book:

1. Bharat Bhasker, "Electronic Commerce", TMH, New Delhi

References:

1. David Whiteley, "E-Commerce", TMH, New Delhi
2. Chandra T N, R.K. Suri, Sanjiv Verma, "E-Commerce New Vistas for Business",Dhanpat Rai & Co., New Delhi
3. Jim A. Carter, "Developing E-Commerce Systems", PHI, New Delhi

FA 214 Basic of Taxation Laws 3-1-0-4

Basic Concepts: Definitions, Basis of Charge, Residential Status, Scope of Total Income - Exempted income [4]

Heads Of Income: Income from Salaries, Income from House property, Income from Business or Profession, Capital gains, Income from other sources [12]

Total Income: Deemed income, Set off and Carry forward of losses Deductions from Gross Total Income, Assessment of Individual, Tax Deducted at Source, E-filing of return. [11]

Central Excise and Customs: (a) Nature and Scope of Central Excise, Important Terms and Definitions under the Central Excise Act and related rules, General Procedure, CENVAT.

(b) Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act 1975 and the related Rules [10]

Central Sales Tax Act, 1956 and VAT: (a)Important terms and definitions under Central Sales Tax Act, 1956—Nature and Scope of Central Sales Tax Act, Provisions relating to inter-state sales, Sales inside a State, Sale/Purchase in the course of Import and Export out of India.

(b) Meaning and need of VAT and related rules [10]

Service Tax: Formation and functions of DGST, Existing schemes for levy, assessment & collection of service tax and related rules [05]

Text Books:

1. Ahuja Girish and Gupta Ravi: Practical approach to Income Tax, Wealth Tax and Central Sales Tax; Bharat Law House Pvt. Ltd., New Delhi.
2. Agarwal, Saini, Surolia: CST & RST; Ramesh Book Depot, Jaipur

References:

1. Central Excise Act.
2. Customs Act.
3. Central Sales Tax Act.
4. Patel, Chaudhary: CST & RST; Chaudhary Prakashan, Jaipur

Third Year (Autumn Semester)

BM 331 International Business 3-0-0-3

Introduction: Nature of International Business, Need to study, Drivers of IB, IB vs. Domestic Business, Routes of Globalization, Multinational Corporations. [6]

Theories of Global Trade and Investment: Foreign Trade Policies, Trade Theories, Foreign Direct Investment—Basic concepts, FDI in India. [7]

Politico-Legal, Technological and Cultural Environment of International Business:

Political Environment—Democracy, Totalitarianism, Political Risk.

Legal Environment—Systems of Law, International Disputes Resolution, Areas of Concern for MNCs.

Technological Environment—Features of Technology, Impact of Technology, Implications for MNCs, Issue of Technology Transfer.

Cultural Environment—Nature, Elements of Culture and their implications for IB. [11]

Economic Environment and International Financial Management: Income-wise classification of countries, Economic Systems, Trade Barriers.

International Financial Management— Nature, FOREX Management, Balance of Payments, International Financial Markets, Role of International Financial Institutions— IMF, WB. [10]

Major Regional Trading Institutions and Groups: WTO, SAARC, ASEAN, EU, OPEC. [5]

Text Book:

1. Aswathappa, K.; International Business, Tata McGraw Hill, New Delhi.

References:

1. Cherunilam, Francis; International Business; Prentice Hall India, New Delhi
2. Daniels, John D., Lee H. Radebaugh, Daniel P. Sullivan; International Business, Pearson Education, New Delhi.
3. Hill, Charles W. L.; International Business, Tata McGraw Hill, New Delhi.
4. International Business Environment: IBO-01 (IGNOU), New Delhi

FA 361 Quantitative Analysis for Managerial Applications-I 3-0-0-3

Quantitative Techniques: Scope and applications of quantitative techniques, Scientific approach to decision-making, Limitations. [2]

Probability: Probability as a concept, the three approaches to defining probability, Laws of Probability, Mathematical Expectation and Variance of a random variable, Bayes' Theorem. [10]

Probability Distributions: Probability distribution as a concept, Binomial, Poisson and Normal Distributions, their properties and parameters, applications in business. [14]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. [4]

Game Theory: Game models, Solution of 2 x n and m x 2 games, Use of linear programming and Graphical techniques. [5]

Decision Theory: Decision making under certainty, Uncertainty and Risk, pay-off table, Decision Tree analysis. [4]

Text Book:

1. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
3. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi
4. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

BM 381	Strategic Management	3-0-0-3

Introduction: Concept of Strategy, Levels of Strategy, Strategy vs. Tactics, Role of Strategic Management in organisations, Benefits and Limitations of Strategic Management, Strategic Management Process, Vision, Mission and Objectives	[5]
Environmental Analysis: Characteristics and Components of Environment, External Environmental Sectors – Market, Technological, Supplier, Economic, Regulatory, Political, Socio-cultural and International, Organisational Appraisal, Strategic Advantages Profile (SAP), Environmental Threat and Opportunity Profile (ETOP), SWOT Analysis, Competitor Analysis	[10]
Corporate and Business-level Strategies: Grand Strategies – Stability, Expansion, Retrenchment and Combination Strategies, Porter's Generic Strategies – Cost Leadership, Differentiation and Focus	[12]
Strategic Analysis and Choice: Strategic Choice Process, Portfolio Analysis Techniques – BCG, GE, SPACE and Hofer's Matrices	[7]
Strategy Evaluation and Control: Importance of Strategic Evaluation, Participants and Barriers in Evaluation, Requirements for Effective Evaluation, Strategy Evaluation Process, Techniques of Strategic Evaluation and Control	[5]

Text Book:

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi

References:

1. Prasad, L. M., Strategic Management, Tata McGraw Hill, New Delhi.
2. Pearce & Robinson, Strategic Management-Formulation, Implementation and Control, Tata McGraw Hill, New Delhi.
3. Hitt, Ireland and Hokkinson, Strategic Management- Competitiveness & Globalisation, Southwestern –Thompson Learning, New York.
4. Pearce & Robinson Jr. II, Strategic Management, A.I.I.B.S Distributors, New Delhi.
5. Nanjundaiah, R. and Ramesh S., Strategic Planning & Business Policy, Himalaya Publishing House, New Delhi.

BM 371 Retail Management 3-0-0-3

Introduction to Retailing System: Concept, Characteristics, Functions, Advantages and Disadvantages of retailing system, Changes in Retailing business, Branding through Retailers, Consumption-related Megatrends, Drivers of Success in the Retail sector, Stock Turns, Credit Management [8]

Retailing Patterns: Store-based Retailing – Form of Ownership and Merchandise offered, Non-Store Retailing – Direct Selling and Direct Response Marketing, Supply Chain Management. [8]

Consumer Behaviour and Retail Store Location: Forces influencing Retail Consumer – Social, Technological and Competitive; Retail Store Location – Concept, Importance, Types and Factors affecting Location Decision [8]

Retail Atmospherics: Exterior Atmospherics, Interior Atmospherics, Store Layout and Visual Merchandising [8]

Retail Marketing Mix: e-tailing, Customer Service and People [7]

Text Books:

1. Pradhan, Swapna; Retailing Management – Text and Cases; TMH, New Delhi.
2. Bajaj, Tuli and Srivastava; Retail Management; OUP, New Delhi.

References:

1. Sinha, P. K. and D. P. Uniyal; Managing Retailing; OUP, New Delhi.
2. Berman, Barry and Joel Evans; Retail Management; Pearson Education, New Delhi.
3. Diamond, Jay and GeraidPintel; Retailing; Prentice-Hall, NJ.
4. Levy, Michael & Barton A. Weitz; Retailing Management; Irwin, London.
5. Morgenstein, Melvin and HarriatStrongin; Modern Retailing; Prentice-Hall, NJ.

BM 361 Introduction to Production and Operations Management 3-0-0-3

Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting. [4]

Plant Location and Utilities: Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control. [3]

Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques. [5]

Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications. [7]

Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement- Time Study. [10]

Quality Control: Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle. [10]

Text Book:

1. Aswathappa. K & Bhat, Shridhar. K; Production and Operations Management, Himalaya Publishing House, New Delhi.

References:

1. Goel, B.S; Production Operations Management, Pragati Prakashan, Meerut.
2. Adam & Ebert; Production and Operations Management, PHI, New Delhi.
3. Buffa & Sarin; Modern Production/Operation Management, John Wiley & Sons, New Delhi.
4. Production/Operations Management, MS-53 (IGNOU), New Delhi

FA 371 Business Mathematics 3-0-0-3

Permutations and Combinations: Meaning and Applications. [3]

Sequences and Series: Arithmetic and Geometric Progressions. [3]

Matrix Algebra: Matrices, type of matrices and determinants, adjoint, transpose and Inverse of a matrix. Value of a determinant, Cramer's Rule and its applications, use of matrices in solution of equations. [7]

Functions: Linear, quadratic, exponential and logarithmic. [5]

Trigonometry: Elements of Trigonometry, Trigonometric ratios of sum and difference of angles, multiple angle, inverse trigonometric ratios. [6]

Differentiation: Using first principles, differentiation of sum, difference, product and division of function, chain rule of differentiation, Simple applications of differential coefficients, maxima and minima. [8]

Integration: Integration as an anti-derivative, methods of integration, use of standard formulae, Simple applications of integration. [7]

Text Book:

1. Kapoor V.K.: Business Mathematics, Sultan Chand & Sons, Delhi

References:

1. Allen R.G.D: Basic Mathematics; Macmillan, New Delhi
2. Dowling E.T.: Mathematics for Economics; Schaum Series, McGraw Hill, London
3. Loomba, Paul: Linear Programming, Tata McGraw Hill, New Delhi
4. Vohra N.D.: Quantitative Techniques in Management; Tata McGraw Hill, New Delhi
5. Soni R.S.: Business Mathematics, Pitamber Publishing House, New Delhi
6. Holden: Mathematics for Business and Economics; Macmillan India, New Delhi
7. Mehta & Madnani: Mathematics for Economists, Sultan Chand & Sons, Delhi
8. Mehta & Madnani: Basic Mathematics, Sultan Chand & Sons, Delhi

BB 302-Internship 0-0-0-6

Evaluation of Internship would comprise of project report and Viva-voce

Third Year (Spring Semester)

BM 332 Business Environment 3-0-0-3

Introduction: Nature and Significance of Environmental Analysis for Business Decisions. [2]

Dimensions of Business Environment: Economic, Technological, Socio-cultural, Political, Legal-Regulatory and Market Conditions, General and Specific Relevance of Environmental Conditions. [6]

Economic Environment: Economic Policy – An Overview, Changes in Government Policies since 1991, Impact of Liberalisation, Globalisation and Structural Reforms. Import-export Policy and its Domestic and International implications, Financial sector reforms. [7]

Technological Environment: Dynamics of Technological Environment, Challenge of Technology Upgradation, Impact of Foreign Investment and Foreign Collaboration. [6]

Socio-Cultural Environment: Demographic Profile, Class structure and Mobility, Rural-urban convergence, Changes in Consumption habits and life styles, Social Responsibilities of Business. [6]

Political Environment: Impact of competing Political Ideologies, Political Stability and Instability on Business activities, Business and Politics. [6]

Market Environment: Competitive conditions, Impact of entry of MNCs, Future of small-scale enterprises, Problems of Sick Industries and Remedies. [6]

Text Book:

1. Aswathappa, K., Essentials of Business Environment, Himalaya.

References:

1. Cherunilam, Francis, Business Environment, Himalaya Pub. House, 1996.
2. Ghosh, P.K., Business and Government, 1998, Sultan Chand, Delhi.
3. Devis, Keith, and Blomstrom, Robert L., Business and Society: Environment and Responsibility, 1975.
4. Ghosh, P.K. and Kapoor, G.K., Business Policy and Environment, 1998, Sultan Chand, Delhi.
5. Adhikary, M., Economic Environment of Business (latest ed.), Sultan Chand, Delhi.
6. Jalan, B., India's Economic Crises, 1991, Oxford Univ. Press, New Delhi.
7. Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.
8. Cherunilam, Francis, Business and Government, Himalaya.

FA 362 Quantitative Analysis for Managerial Applications - II 3-0-0-3

Linear Programming: Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method. [5]

Simplex Method: Simplex table, Conditions for application of simplex method, Solution to maximization and minimization problems including the Big M method. Duality in linear programming. [10]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. [7]

Assignment Model: Assignment problem as a variant of transportation problem, Methods of solving assignment problems. [7]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. [10]

Text Book:

1. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
3. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi
4. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

BM 314 **Services Marketing** **3-0-0-3**

Introduction: Concept, Nature and Types of Services, Goods v/s Services Marketing, Services Marketing Triangle.	[5]
Environment for Services Marketing: Macro and Micro Environments, Understanding Service Customers – Models of Service Consumer Behaviour, Customer Expectations and Perception, Service Quality and GAP Model.	[10]
Market Segmentation and Selection: Service Market Segmentation, Targeting and Positioning.	[5]
Services Marketing Mix: Need for Expanded Marketing Mix, Planning for Service Offer; Pricing, Promotion and Distribution of Services; Management of People, Process and Physical Evidence; Matching of Demand for and Supply of Services.	[10]
Service Marketing Applications: Marketing of Financial, Tourism, Health and Educational Services; International Marketing of Services and GATS.	[9]

Text Book:

1. Bhattacharya, C., Services Marketing, Excel Books, New Delhi.

References:

1. Hoffman, D. and J. E. G. Bateson; Essentials of Services Marketing, South-Western Cengage Learning, Ohio, USA.
2. Rao, K. R. M.; Services Marketing, Pearson, New Delhi.
3. Lovelock, C. H.; Service Marketing, Prentice Hall, New Jersey.
4. Payne, A., The Essence of Services Marketing, PHI, New Delhi.
5. Verma, H. V.; Services Marketing, Pearson, New Delhi.
6. Zeithaml, V. A. et al; Services Marketing, Tata McGraw Hill, New Delhi.

BM 392 Rural Marketing 3-0-0-3

Rural Marketing: Importance, Nature and Scope; Rural vs Urban Marketing; Definition of Rural Area	[5]
Understanding Rural Marketing Environment: Geographical, Economic, Socio-Cultural and Infrastructural Factors and their Influence on Marketing Operations	[6]
Rural Consumer: Characteristics, Attitudes and Behaviour; Buying Patterns and Influences; Segmenting Rural Markets	[6]
Rural Marketing Strategies: Product Planning for Rural Markets, Quality and Size; Packaging and Branding Decisions; Pricing Decisions	[6]
Promotion and Distribution in Rural Markets: Media and Copy Decisions; Distribution Channels and Logistics in Rural Markets	[7]
Marketing of Agricultural Products: Pricing and Distribution of Agricultural Products; Role of Government and Organisations in Marketing of Agricultural Products; Co-operative Marketing; Problems in Agricultural Marketing	[9]

Text Books:

1.Kashyap, P.: Rural Marketing; Pearson, New Delhi.
2.Krishnamacharyulu, C. S.: Rural Marketing – Text and Cases; Pearson, New Delhi.

References:

1. Dogra, B. and Ghuman, K.: Rural Marketing – Concepts and Practices; TMH, New Delhi.
2. Ramkishen, Y.: New Perspectives in Rural and Agricultural Marketing; Jaico Publishing House, New Delhi.
3. Rajagopal: Management of Rural Business; Wheeler Publications, New Delhi.
4. Neelameghan S.: Marketing in India: Cases and Readings; Vikas Publishing House, New Delhi.
5. Gopalaswamy T. P.: Rural Marketing; Wheeler Publishers, New Delhi.
6. Nayyar H. and Ramaswamy P.: Globalization and Agricultural Marketing; Rawat Publications, Jaipur.
7. Memoria C. B.: Agricultural Marketing; Himalaya Publishing House, New Delhi.
8. Sayulu, Kuchi: Rural Marketing in India; Anmol Publications, New Delhi.

BM 324 Business Ethics and Values 3-0-0-3

Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories	[04]
Indian Management Ethos : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[8]
Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders. Whistle- Blower Policies. Ombudsman	[8]
Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1. Corporate Governance and Stewardship by N Balasubramanian; Tata McGrawHill
2. Corporate Governance: Concept & Dimensions by Sanjiv Agarwal; Snow white Publications P. Ltd.

References :

1. Study Material ICSI
2. Guidance Note on Corporate Governance Certificate
3. Companies Act, 2013
4. Rules on Companies Act, 2013
5. Listing Agreement by SEBI

EM 292 Indian Financial System 3-0-0-3

Financial System- Meaning, Component of Financial System, Functions of Financial System.	[3]
Legal Framework- : Ministry of Finance, Ministry of Commerce, Ministry of Corporate Affairs, Reserve Bank of India (RBI), Security and Exchange board of India (SEBI), Companies Act-2013, FEMA, FERA, Prevention of Money Laundering Act- 2002.	[8]
Financial Institutions - Commercial Bank, Development Bank, Merchant Bank, Mutual Fund Companies, Insurance Companies.	[8]
Financial Market & Instruments: Money market, Capital Market	[10]
Stock Exchanges: NSE, BSE, MCX	[04]
Financial Services: (Basic Knowledge): Merchant Banking, Factoring, Under writing, Credit rating, Investment advisor, Portfolio Management, Broker.	[06]

Text Books

1. The Indian Financial System – Bharati V. Pathak.
2. Indian Financial System – M. Y. Khan.

References:

1. ICSI Study Material - Capital Markets and Securities Laws Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.
2. IDBI Annual Reports.
3. Sharma G.L. and Singh Y.P. (eds.): Contemporary Issues in Finance and Taxation; Academic Foundation, New Delhi.
4. Kapila Raj And Kapila Uma: Banking And Financial Reforms In India, Vol. I, II, III & IV, Academic Foundation, Delhi.
5. Saunders Anthony: Financial Institutions Management: A Modern Perspective; Irwin Publication, McGraw Hill Co., New York.
6. Madura Jeff: Financial Market And Institution; West Publishing Company, New York.
7. Srivastava, R.M.: Management of India Financial Institutions; Himalaya Publishing House, Mumbai

Fourth Year
Autumn Semester

Foundation Courses

Course Code	Course Title	Contact Hours
FC 101	Principles of Management	12 hrs
FC 111	Introduction to Accounting	12 hrs
FC 121	Evolution of Indian Business	12 hrs

Each foundation course shall have 2 hours of session each day for six days. The courses shall not be part of the Grade Card.

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP101	Business Communication	2	-	2	3	3	30	20	50
CP111	Managerial Economics	3	1	-	4	3	30	20	50
CP121	Management Accounting	3	1	-	4	3	30	20	50
CP131	Business Statistics	3	1	-	4	3	30	20	50
CP141	Organizational Behavior	3	1	-	4	3	30	20	50
CP151	Management Science	3	1	-	4	3	30	20	50
CP161	Marketing Management - I	3	1	-	4	3	30	20	50
CP171	**Women Leadership and Business**	3	1	-	4	3	30	20	50
	Sub Total				**31**				

Fourth Year
Spring Semester

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP102	Business Research Methods	3	1	-	4	3	30	20	50
CP112	Marketing Management - II	3	1	-	4	3	30	20	50
CP122	Financial Management	3	1	-	4	3	30	20	50
CP132	Human Resource Management	3	1	-	4	3	30	20	50
CP142	Operations Management	3	1	-	4	3	30	20	50
CP152	Business Environment	3	1	-	4	3	30	20	50
CP162	IT Tools for Manager	2	-	2	3	3	30	20	50
CP172	**Supply Chain Management**	3	1	-	4	3	30	20	50
	Sub Total				**31**				

Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test.

Fifth Year
Autumn Semester

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP203	**Strategic Management**	3	1	-	4	3	30	20	50
CP213	**Project Management**	2	-	2	3	3	30	20	50
CP223	Summer Internship Project**	-	-	-	3	3	-	-	-
	Specialization Elective – I	3	1	-	4	3	30	20	50
	Specialization Elective – II	3	1	-	4	3	30	20	50
	Specialization Elective – III	3	1	-	4	3	30	20	50
	Specialization Elective – IV	3	1	-	4	3	30	20	50
	Specialization Elective – V	3	1	-	4	3	30	20	50
	Specialization Elective – VI	3	1	-	4	3	30	20	50
	Sub Total				**34**				

Fifth Year
Spring Semester

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP204	Business Ethics and CSR	3	1	-	4	3	30	20	50
CP214	**Legal Aspects of Business**	3	1	-	4	3	30	20	50
CP224	Dissertation #	-	-	-	3	-	-	-	-
	Specialization Elective - I	3	1	-	4	3	30	20	50
	Specialization Elective - II	3	1	-	4	3	30	20	50
	Specialization Elective - III	3	1	-	4	3	30	20	50
	Specialization Elective - IV	3	1	-	4	3	30	20	50
	Specialization Elective - V	3	1	-	4	3	30	20	50
	Specialization Elective - VI	3	1	-	4	3	30	20	50
	Sub Total				**35**				

Total Credits	**131**

Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test.

****: Summer Internship** duration shall be of 8 weeks. And evaluation pattern shall be – Report: 25%, Viva-Voce: 25%, Faculty Mentor Evaluation: 25% and Industry Mentor Evaluation: 25%.

#: Dissertation shall spread over to two semesters i.e. III and IV. Evaluation is - 75% on report and 25% on Viva

Elective Areas

Finance Area

Course Code	Course Name
FM203	Security Analysis and Portfolio Management
FM213	Corporate Finance
FM223	**Banking and Insurance Management**
FM233	**Financial Statement Analysis**
FM204	Financial Derivatives and Risk Management
FM214	**International Financial Management**
FM224	Financial Modelling
FM234	**Corporate Restructuring**

Human Resource Management Area

Course Code	Course Name
HR203	Organization Development Systems
HR213	Talent Management
HR223	Industrial Relations
HR233	**HR Analytics**
HR204	**Diversity and Inclusion**
HR214	Human Resource Development Systems
HR224	Performance Management
HR234	Compensation Management

Marketing Area

Course Code	Course Name
MM203	Consumer Behavior
MM213	**B2B Marketing**
MM223	Marketing of Services
MM233	**Sales and Distribution Management**
MM243	**International Marketing**
MM 204	Integrated Marketing Communication
MM214	Digital Marketing
MM224	**Rural Marketing**
MM234	**Retail Management**
MM244	Strategic Brand Management

Retail Management Area*

Course Code	Course Name
RM203	Retail Marketing and Strategy
RM213	Retail Operations
RM223	Retail Supply Chain Management
RM233	Retail Merchandising Management
RM204	Omni-channel Retailing
RM214	Mall Management
RM224	International Retailing
RM234	Retail Analytics

Supply Chain Management Area

Course Code	Course Name
SC203	Purchase and Vendor Management
SC213	Logistics and Distribution Management
SC223	Enterprise Resource Planning
SC204	Global Supply Chain Management
SC214	Supply Chain Analytics
SC224	Supply Chain Risk Management.

Travel and Tourism Area*

Course Code	Course Name
TT203	Bio-physical Endowments of India
TT213	Travel Agency and Tour Operations
TT223	Tourism Transportation
TT233	Management Information Systems
TT204	Tourist Behavior and Cross-Cultural Management
TT214	Medical and Wellness Tourism
TT224	Basic Air Fare and Ticketing
TT234	Computerized Reservation System

: *Student is not allowed to take Combination of Retail Management and Travel & Tourism.

FOURTH YEAR AUTUMN SEMESTER - VII

Business Communication

CP101 **2-0-2-3**

Course Objective

This course is designed to enhance the communication skills required in different business contexts through various interactive activities. This course will improve the student's self-confidence to express them in the professional business environment. This course will help and acquaint the participants with the basic concepts and techniques of communication, viz Listening, Speaking, Reading & Writing skills.

Course Content

Effective Communication in Business: Importance and benefits of effective communication, Components of communication, Forms of Communication, Communication process, Role of Verbal and Non-verbal symbols in communication, Barriers to effective communication, Overcoming communication barriers, Seven C's of effective communication. **[5]**

Strategies for Successful Listening and Speaking Skills: Definition, Types, Purposes of listening, Anatomy of poor listening, Features of a good listener, Characteristics of Oral communication, Principles and types of oral communication, Strategies to handle different communication. **[8]**

Corporate Communication: Definition, Scope, Importance and components of corporate communication, Professional communicator responsibilities, corporate communication and Public Relation, Role of social media in communication. **[8]**

Forms of Communication in Written Mode: Improving writing skills, Planning and execution of messages, writing different messages, writing reports, proposals and business plans. Strategies for Successful Interpersonal Communication: Dyadic communication, Meetings: need, importance & planning of Meetings, Drafting of notice, Agenda, Minutes & resolutions of Meeting, Creating and delivering good presentations, Managing data and visuals. **[8]**

Business Etiquettes and Cross-cultural Communication: Introduction, Constituents of Etiquettes, Business Etiquettes and modern technology, Workplace culture, Communicating across different cultures, Culture and writing skills. **[6]**

Career Management and Technology: Introduction, Searching for talent, looking for Job, Planning for Job, Social Networking and Job search, Preparing for Resume, Cover Letter, Group Discussion and Interview, Technology in Business Communication. **[4]**

Text Books

1. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), "*Business Communication*", 13th Edition, New Delhi: McGraw Hill Education.
2. Raman, M. and Singh, P. (2012), "*Business Communication*", 2nd Edition, New Delhi: Oxford University Press.

Reference Books

1. Chaturvedi, P.D. and Chaturvedi, M. (2011), "*Business Communication, Concepts: Cases and Applications*", 2nd Edition, New Delhi: Pearson Education.
2. Mukerjee, H.S. (2013), "*Business Communication*", 2nd Edition, New Delhi: Oxford University Press.
3. Sharma R.C., Mohan, K. (2007), "*Business: Correspondence and Report Writing*", 3rd Edition, New Delhi: McGraw Hill Education.

Managerial Economics

CP111 **3-1-0-4**

Course Objective

The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic Theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. While conducting this course importance is given to the complexity of decision making process emanating from evolutionary changes that have occurred in the business firms over time.

Course Content

Nature and scope of Managerial: Economics and optimization techniques- Introduction to Economics and Managerial Economics, theory of the firm and objectives of the firm; Nature and functions of profit; total, marginal and average relationships Optimization analysis- profit maximization through total revenue-total cost approach; profit maximization through marginal analysis. **[6]**

Demand Analysis, Demand Estimation and Demand Forecasting- Individual's demand, specification of the demand function, factors affecting demand Different concepts of elasticity and their measurement, relationship between price elasticity, total revenue and marginal revenue Use of elasticity in managerial decision-making, introduction of demand estimation Methods of demand estimation; use of regression analysis in demand estimation; demand forecast with qualitative and quantitative methods. **[8]**

Theory of production, cost concepts, cost functions and estimation- Production function; short run production function, law of diminishing returns; Production Function and Iso-quants and Iso-costs function; Optimal combination of inputs for minimizing cost ; long run production function and returns to scale; Type of costs; short run and long run cost functions, marginal costs, average costs ; Fixed and variable costs and estimation of cost functions; break-even analysis. **[12]**

Market Structure, Pricing Practices and Game Theory-What are different market structures; Pricing under perfect competition; assumptions, short run and long run equilibrium of the firm and market Determination of price; profit maximization; Pricing under Monopoly: pure and discrimination monopoly; Pricing determination under Monopolistic Competition; Pricing under Oligopoly and Duopoly; Game Theory and Strategic Behavior; Role of the Government in pricing. **[13]**

Text Books

1. Salvatore, D. (2014), "*Managerial Economics in a Global Economy*", 8th Edition, New Delhi: Thomson South-Western.
2. Samuelson, A.P. and Nardhas, W.D. (2010), "*Economics*", 19th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dholakia, R.H. and Oza, A.N. (2003), "*Microeconomics for Management Students*", New Delhi: Oxford University Press.
2. Gupta, G.S. (2003), "*Managerial Economics*", New Delhi: McGraw Hill Education.
3. Keat, P. and Banerjee, S. (2010), "*Managerial Economics: Economic Tools for Today's Decision Makers*", 6th Edition, New Delhi: Pearson Education.
4. Kreps, D.M. (2004), "*Microeconomics for Managers*", New Delhi: W.W. Norton and Company.

Management Accounting

CP121 **3-1-0-4**

Course Objective

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Course Content

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost, Materials, Labour and overheads and their allocation and apportionment, Preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting. **[4]**

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc. **[6]**

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc. **[8]**

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. **[8]**

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each. **[7]**

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing. **[6]**

Text Books

1. Horngren (2015), "*Financial and Managerial Accounting*", 5th Edition, New Delhi: Pearson Education.
2. Khan, M.Y. and Jain, P.K. (2103), "*Management Accounting: Text, Problems and Cases*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Colin, D. (2005), "*Management Accounting for Business*", 3rd Edition, New Delhi: Thomson.
2. Pandey, I.M. (2009), "*Management Accounting*", New Delhi: S. Chand and Sons.
3. Pauline, W. (2006), "*Financial and Management Accounting*", 7th Edition, Pearson Education.

Business Statistics

CP131 **3-1-0-4**

Course Objective

In an increasingly complex world, statistical thinking, understanding, and skill are more important than ever. In this course students are introduced to the fundamental concepts and with skills for proficiency in statistics. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the data.

Course Content

Introduction to Statistics: Origin, Nature and scope in business management. Data processing – Classification, Summarization, Tabulation of data – presentation (tabular and graphic) – Frequency distribution, Measures of central tendency - mathematical properties of arithmetic mean, Arithmetic mean, Weighted mean, Geometric mean, Median, Mode, and Partition values – Quartiles, Deciles and Percentiles, Measures of dispersion - Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation. **[10]**

Measures of Dispersion: (Absolute and Relative) Range, Quartile deviation, Mean deviation, Standard deviation, Co-efficient, Skewness and Kurtosis.

Testing of Hypothesis - Concepts – types of errors, null and alternate hypothesis – level of significance. Testing of means and proportions for small and large samples - one-sample test. Testing of difference between means and proportions for small and large samples. 2 Test of goodness of fit – Test of independence – ANOVA – one way and two way classifications. **[7]**

Business forecasting - Time series analysis, components, Methods, Straight line method – Semi averages method – Least square method – Moving averages. **[5]**

Probability: Probability sampling, non-probability sampling. Estimation -Point and Interval estimates – Confidence intervals – determining sample size, Axiomatic approach to probability, Laws of addition and multiplication, Bayes' theorem. **[6]**

Theoretical Probability Distributions: Random variable and distribution function: Discrete probability distributions, Continuous probability distributions. **[6]**

Correlation and Regression (Bivariate and Multivariate): Karl Pearson coefficient of correlation, Spearman's correlation coefficient, Concurrent deviation, Lines of regression. **[5]**

Text Books

1. Levin, R.I., Rubin, D.S., Rastogi, S. and Siddiqui, H.M. (2017), "*Statistics for Management*", 8th Edition, New Delhi: Pearson Education.
2. Whigham, D. (2007), "*Business Data Analysis Using Excel*", 1st Edition, New Delhi: Oxford University Press.

Reference Books

1. Black, K. (2016), "*Business Statistics: For Contemporary Decision Making*", 9th Edition, New Delhi: Wiley India.
2. Hooda, R.P (1994), "*Statistics for Business and Economics*", New Delhi: Macmillan India Ltd.
3. Morse, L.B. (1994), "*Statistics for Business and Economics*", New York: Harper Collins.
4. Webster, A. (2006), "*Applied Statistics for Business and Economics*", 3rd Edition, New Delhi: McGraw Hill Education.

Organizational Behavior

CP141 **3-1-0-4**

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content:

Introduction: Historical evolution of OB, Organizational structure, Management functions and roles, developing an OB Model. **[4]**

Individual Behavior: Personality and values, Personality assessment instruments, Attitudes and job satisfaction, Perception and attribution, linking individual behavior to the workplace. Learning: Concept, Learning theories, Reinforcement, Administering reinforcement, Organizational behavior modification. **[9]**

Motivation: Definition and importance, early theories of motivation, Contemporary theories of motivation, Motivational tools in organization – Job characteristics model, Employee involvement, Rewards. **[7]**

Group Behavior: Concept of Groups, Stages of group development, Group properties, Group decision making, creating effective teams, turning individual into team players. Skills for Managing Teams: Communication, Conflict, Power and Influence, Emotional intelligence. **[8]**

Leadership: Concept, Leadership styles, Theories – Trait, Behavioral, Contingency; Finding and creating effective leaders. **[6]**

Managing Modern Organizations- Culture formation, Managing cross cultural differences, Innovation and learning organization. **[5]**

Text Books

1. Luthans, F. (2013), "*Organizational Behavior-An Evidence-Based Approach*", 12th Edition, New Delhi, McGraw Hill Education.
2. Robbins, S.P., Judge, T.A. and Vohra, N. (2017), "*Organizational Behavior*", 16th Edition, New Delhi, Pearson Education.

Reference Books

1. Newstrom, J.W. (2007), "*Organizational Behavior-Human Behavior at Work*", 12th Edition, New Delhi, McGraw Hill Education.
2. Pareek, U. and Khanna, S. (2011), "*Understanding Organizational Behavior*", 3rd Edition, New Delhi, Oxford University Press.
3. Parikh, M. and Gupta, R. (2010), "*Organizational Behavior*", 1st Edition, New Delhi, McGraw Hill Education.

Management Science

CP151 **3-1-0-4**

Course Objective

This module aims to introduce students to use quantitative methods and techniques for effective decision–making; model formulation and applications that are used in solving management problems.

Course Content:

Introduction: Concept, Model building for business decisions, Concepts of a model, Classification of a model, General Methods for solving models. **[4]**

Linear Programming: Formulation, Geometric method, Simplex method, M'Charnes method, Concept of duality, multiple optimal solutions, Duality theory – formulation of large LPP – interpretation. Post Optimality Analysis. **[6]**

Transportation Problem: Nature and scope – Optimal solution – North West Corner rule – Matrix minima method – VOGEL's Approximation Method (VAM) – Test for optimality – Modified Distribution Method (MODI) - Unbalanced transportation problems, Transportation problem as LPP, Methods of solutions, variations. Assignment Problem: Mathematical statement, Solution methods, variations. **[8]**

Game Theory: Two people zero sum game, pure strategies and saddle point, mixed strategies and solution methods. **[5]**

Queuing Theory: Components, Description of queuing model, Single channel models, Performance measures, Cost behavior analysis. **[7]**

Decision Theory: Concept of decision theory, Types of decision-making environment, Decision tree analysis.

Sequencing: Flow shop sequencing problems, Markov Process, Job shop sequencing problems, Processing 'n' jobs through 2 and 3 machines. Network Analysis: Rules for drawing the network diagram, Applications of PERT, Techniques in project planning and control. **[9]**

Text Books

1. Anderson, D.R., Sweeney, D.J. and Williams, T.A. (2008), "*An Introduction to Management Science*", 11th Edition, New Delhi: Cengage Learning.
2. Sharma, J.K. (2009), "*Operations research: Theory and Applications*", 4th Edition, New Delhi: Macmillan.

Reference Books

1. Balakrishnan, N. (2014), "*Managerial Decision Modeling with Spreadsheets*", 3rd Edition, New Delhi: Pearson Education.
2. Hillier, F.S. and Liebermann, G.J. (2006), "*Introduction to Operations Research*", 8th Edition, New Delhi: McGraw Hill Education.
3. Pai, P.P., "*Operations Research - Principles and Practice*", New Delhi: Oxford Higher Education.

Marketing Management-I

CP161 **3-1-0-4**

Course Objective

Marketing is one of the core processes in the success, growth and long-term performance of any corporate enterprise. Business model of most of the proactive enterprises throughout the world are revolving around marketing in general and consumer in particular. Over the period of time, concepts and dimensions of marketing have evolved from product-centric and insight-out approach to customer-centric and outside-in approach.

Course Content:

Overview of Contemporary Marketing: Evolution of marketing; Issues and challenges of new economy; Transition from conventional marketing (marketing-mix) model to value based strategic marketing framework; Strategic marketing Planning & its dimensions **[11]**

Understanding Consumer Behavior & their Value Drivers (Value Exploration): Understanding consumer; Consumer purchase decision-making process; Factors affecting consumer behavior; Consumer Value, dimensions and drivers for purchase decisions; Consumer value models, Consumer life-time value. **[7]**

Marketing Environmental Assessment (Value Definition): Concepts, characteristics, Impact and dimensions of marketing environment; Analyzing and scanning macro & micro marketing environment; Analyzing and scanning of Internal marketing environment (resources), Marketing environment appraisal tools for value definition (SWOT analysis, Porter 5 Forces Model and PEST analysis); Nature and functions of marketing information system & marketing research in value exploration and definition. **[8]**

Market Segmentation, Targeting & Positioning (Value Proposition): Concept and dimensions of value proposition; Value proposition and consumer value models; Nature, concept and need of market segmentation, Bases for segmentation; Target market selection strategies; Positioning strategies. **[8]**

Product (Value Creation & Offering): Value creation through marketing strategy; Product as core of value; Service as a means of value; Brand as a value addition; Why products fail? Meaning dimensions and classification of products, product mix, Product line strategies, Concept of new product, New product development process, and Product life cycle. **[5]**

Text Books

1. Baines, P., Fill, C. and Page, K. (2015), "*Marketing*", Asian Edition, New Delhi: Oxford University Press.
2. Kotler, P. and Keller, K.L. (2016), "*Marketing Management*", 15th Edition, New Delhi: Pearson Education.

Reference Books

1. Grewal, D. and Levi, M. *"Marketing,"* 5th Edition, Chennai: McGraw Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "*Marketing Moves: A New Approach to Profit Growth and Renewal*", Boston: Harvard Business School Press.

CP 171 **3-1-0-4**

The course will help students to lead with lasting impact and build strategic advantage for themselves. Students will emerge reenergized about their career and empowered with a realistic agenda for change in themselves and in their own approach to leadership.

Objectives:

The primary objective of this course is to begin to uncover and understand the unique challenges, constraints, and opportunities that face women today as they ascend to leadership positions in organizations.

A secondary objective of the course is to encourage students to think critically about the kinds of interpersonal, social, and cultural changes that are necessary to support women's advancement in positions of power and authority.

Women in Management: Current status of women leaders, Concepts of gender and leadership in Indian culture, Global gender perspectives in business**,** Confronting problems faced by women in organizations, Human resource management for gender diversity, Identity and social networking, Legal perspectives for women in India, Working women in emerging markets.	**[6]**
Leadership: Concept, Leadership development for women, Leadership identity, Leadership assessment, Aligning leadership strategy and style with personal values and self-image, Personal brand in the workplace, Successful women leadership models abroad.	**[6]**
Building Leadership Potential Self-awareness**,** Emotional intelligence**,** Leading and managing teams, Interpersonal skills, Conflict management, Managing and leading teams, Effective negotiations.	**[8]**
Leadership Communication: Persuasion and argumentation, Thinking through a management situation, Presentation skills, Communication analytics.	**[6]**
Developing a Leadership Style: Leading with authenticity, Strategies for implementing personal change, Leveraging talent in teams, Diversity inclusion, Coaching sessions in small groups.	**[5]**
Managing in a digital age: Data Analytics, Digital Marketing, Identity and social networking	**[3]**
Business Transformation: Bird's eye view of organizational functioning – Finance, Marketing, HR and Operations Management of systems - Entrepreneurial skills, Strategic leadership.	**[5]**

Text:

1. Eagly, A. H., & Carli, L. L. (2007). Through the labyrinth: The truth about how women become leaders. Boston, MA: Harvard Business School Press.

Reference:

1. Northouse, P. G. (2016). Leadership: Theory and practice (7th ed). Thousand Oaks, CA: Sage.

FOURTH YEAR SPRING SEMESTER - VIII

Business Research Methods

CP102 **3-1-0-4**

Course Objective

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. The students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem.

Course Content:

Introduction to Business Research: Nature of business research, Business research process, Ethics in business research, recent trends. **[5]**

Research Designs: Introduction and classification, Exploratory research, Descriptive research, Causal research. **[6]**

Measurement and Scaling: Primary scales of measurement, Comparative scaling Techniques, Non-Comparative scaling techniques and Scale evaluation. **[6]**

Data Collection & Preparation: Primary data, Secondary data, Questionnaire and form design, Objectives, Design process. **[8]**
Sampling: Sampling design process, Classification of sampling techniques, Sample size determination.

Data Analysis: Hypothesis meaning, Sources types - Parametric and non-parametric tests, Parametric test, T test, F Test and Z test, Non Parametric Test - U Test, Kruskal Wallis, Sign test, Discriminant analysis, Factor and cluster analysis. **[8]**

Report Writing & Presentation: Significance, Report writing- Steps, Layout, Presentation - Executive summary, Precautions, Norms for using tables, Charts and diagrams – Appendix, Index and Bibliography. **[6]**

Text Books

1. Bajpai, N. (2017), "*Business Research Methods*", 2nd Edition, New Delhi: Pearson Education.
2. Mishra, P. (2015), "*Business Research Methods*", New Delhi: Oxford University Press.

Reference Books

1. Bryman,A. and Bell, E. (2015), "*Business Research Methods*",4th Edition, New Delhi: Oxford University Press.
2. Cooper, D. R., Schindler, P.S., Sharma, J.K. (2015), "*Business Research Methods*", 11th Edition, New Delhi: McGraw Hill Education.
3. Saunders, M., Lewis, P. and Thornhill, A. (2009), "*Research Methods for Business Students*", 5th Edition, New Delhi: Pearson Education.
4. Zikmund, W.G, (2009), "*Business Research Method*", 7th Edition, New Delhi: Cengage Learning.

Marketing Management-II

CP112 **3-1-0-4**

Course Objective

This course is the extension to Marketing management-I course. Marketing is one of the major and most important functional areas of management. Marketing holds the key to the survival and success of any business organization. Both individual and organizational customers are using various marketing strategies to garner higher market share and move ahead of their competitors. The field of marketing has been changing over the years incorporating newer and more advanced concepts and theories. The role of marketing as a game-changer is reinforced by its emphasis on the customer. Customer is not only the 'King' but the Emperor' today, whose expectations are not only changing but also increasing significantly.

Course Content:

Introduction and recapitulation of Marketing Management-I **[6]**

Price (Capturing Value): Nature and dimensions of price; Price as a basis of value maximization; Factors influencing Pricing decision; Pricing methods and strategies; Dynamic pricing and value addition,

Distribution (Value Delivery): Availability vs delivery, Growing strategic value of delivery, Designing channel structure and value network; Marketing channel institutions; Modern retail formats; Overview of Internet-based distribution systems; e-tailing; Multiple channel system (MCS); Concept and dimensions of logistics in delivery; Critical role of logistics in value creation and delivery **[6]**

Integrated Marketing Communication (Communicating Value): Value of information to consumer and its role in consumer purchase decision; Concept and elements of Integrated Marketing Communication (IMC); Contemporary trends in designing and managing IMC Strategy; Digital campaigning; IMC Budget allocation and estimation. **[8]**

Personal Selling and Sales Management: its value addition role in facilitating and assisting consumers in their purchase decisions Relationship Marketing (Valued Relationships). **[7]**

Relationship Marketing: Nature, concept and significance of relationships marketing; Consumer relationship management; Partner relationship management, Marketing Performance Assessment (Value Evaluation): **[8]**

Strategic Marketing: Strategic significance of marketing performance evaluation; Performance evaluation tools (Sales volume, market share, marketing cost analysis, Return of marketing investment, Consumer and partner relationship status and frequency of conflicts; Customer value maximization). **[4]**

Text Books

1. Etzel, M.J., Walker, B.J., Stanton, W.J. and Pandit, A. (2009), "*Marketing Concepts and Cases*", 14th edition, New Delhi: McGraw Hill Education.
2. Kotler, P. and Keller, K.L. (2016), "*Marketing Management*", 15th Edition, New Delhi: Pearson Education.

Reference Books

1. Grewal, D. and Levi, M. "*Marketing*", 5th Edition, Chennai: McGraw-Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "*Marketing Moves: A New Approach to Profit Growth and Renewal*", Boston: Harvard Business School Press.
3. Kumar, N. (2004), "*Marketing As Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation*", Boston: Harvard Business School Press.

Financial Management

CP122 **3-1-0-4**

Course Objective

The objective of this course is to develop a foundation of financial management concepts. This will enable the students to understand how corporations make investment & financing decisions. This course will help the students in understanding both the theoretical and practical role of financial management in business corporations.

Course Content:

Introduction to Finance: Financial markets, Financial institutions, Financial services, Financial instruments, Functions and goals of finance. ***Financial Management***: Nature, Scope, and Objectives of financial management, Time value of money, Risk and return. **[6]**

Capital Structure and Cost of Capital: Capital structure and leverage, Optimum capital structure, Measurement of specific costs, Computation of overall cost of capital ***Financing Decision***: Long-term financing, Short-term financing, Term financing, Venture capital, Basics of lease financing. **[9]**

Capital Budgeting: Principles, Techniques, Measurement and evaluation, Case study problems. ***Working Capital Management***: Planning of working capital, Working capital financing and Inventory management. **[9]**

Financial derivatives: Options, Futures, Forwards, Warrants, Hedging using derivatives. **[5]**

Dividend Policy Decision: Dividend and valuation, Determinants of dividend policy **[5]**

Behavioral Finance Investment Decision Cycle: Judgment under uncertainty, Utility/ Preference functions, Expected Utility Theory [EUT]. **[5]**

Text Books

1. Horne, V. (2008), "*Fundamentals of Financial Management*", 12th Edition, New Delhi: Pearson Education.
2. Lawerence, J.G., and Zutter, C.J. (2015), "*Principles of Managerial Finance*", 14th Edition, New Delhi: Pearson Education.

Reference Books

1. Brigham, E.F. (2014), "*Financial Management Theory and Practice*", 14th Edition, New Delhi: Cengage Learning.
2. Chandra, P. (2008), "*Financial Management*", 7th Edition, New Delhi: McGraw Hill Education.
3. Khan, M.Y. and Jain, P.K. (2005), "*Basic Financial Management*", 2nd Edition, New Delhi: McGraw Hill Education.
4. Pandey, I.M. (2008), "*Financial Management",* 10th Edition, New Delhi: Vikas Publishing House.

Human Resource Management

CP132 **3-1-0-4**

Course Objective

This course will help students to learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration. This course will also discuss how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, development etc) and organizational culture.

Course Content:

HRM: Meaning, Nature, Scope and functional area of HRM, Approaches to HRM- soft hard, Strategic HRM, Managing HR Function: Organizing the HR Unit, Line and Staff Relationship, Policies and Procedures, Planning HR activities, Controlling HR Function **[6]**

HRP: Concept of HRP, Objective, HRP Process, Strategic role of HRP Job Analysis, Job Description, Job Specification and Job Design, Recruitment: sources/ Methods, Selection - Steps in selection procedures, Interview (Structured/ Non-structured), Induction and Placement. **[9]**

Training and Development: Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing, Career management and Talent Management. Nature, objectives and process; **[6]**

Performance management: Methods of performance appraisal; Potential appraisal; Employee counseling, Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Job evaluation. **[7]**

Employee health and safety: Employee welfare; Social security measures, Employer-employee relations- An overview; Grievance handling and redressal, Industrial disputes: Causes and settlement machineries, Trade Union- Nature, Trade Union Movement in India, Strategic choices before managers and unions and managing unions. **[6]**

Virtual Organizations and role of HR: Managing Employee Downsizing, Employee Empowerment and Worker's Participation in Management, Changing Role of HR in Global Scenario. **[5]**

Text Books

1. Ashwathappa, K. (2015), "*Human Resource Management*", 7th Edition, New Delhi: McGraw Hill Education.
2. Dessler, G. and Varkkey, B. (2017), "*Human Resource Management*", 15th Edition, New Delhi, Pearson Education.

Reference Books

1. Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2009), "*Human Resource Management*", 5th Edition, New Delhi: McGraw Hill Education.
2. Mondy, A.W. and Noe, R.M. (2016), "*Human Resource Management*", 14th Edition, New Delhi, Pearson Education.
3. Banfield, P. and Kay, R. (2009) "*Introduction to Human Resource Management*", New Delhi: Oxford University Press.

Operations Management

CP142 **3-1-0-4**

Course Objective

Operations management exists in diverse types of functions, industries, organizations, and management jobs. Operations managers range from first-level supervisors to senior vice-presidents, who use a variety of resources to systematically plan, design, manage, and improve systems that effectively accomplish the operations task. The challenge for operations managers is to produce products and deliver services in a way that is compatible with the business strategy of the company.

Course Content:

Understanding Operations: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. **[4]**

Operations Strategy: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement. **[6]**

Supply Network Management: Designing and managing supply networks, The design of services and products, Process Design, Process Analysis, Location, Layout and flow, The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design. **[8]**

Measuring Product Development Performance, Service Encounters, Structuring the Service Encounter, Service-System Design Matrix, Managing Capacity, Managing Demand, Inventory Management. **[8]**

Quality Management & Control: Quality Concept, Costs, Tools, Statistical Process Control, Process Capability, Operations Strategy, Lean Synchronization, : Process Analysis – Process utilization and capacity, impact of variability, Understanding Supply Chain Management. **[8]**

Quality Management & Control: JIT and Lean Production , Performance Management System, Design of Operating Systems, Managing Projects, Linking Behavior to Operations, Linking Finance to Operations. **[5]**

Text Books

1. Chase, R.B., Shankar, R. and Jacobs, F.R. (2015), "*Operations and Supply Chain Management*", 14th Edition, New Delhi: McGraw Hill Education.
2. Heizer, J. and Render, B. (2015), "*Operations Management: Sustainability and Supply Chain Management*", 11th Edition, New Delhi: Pearson Education.

Reference Books

1. Bedi, K. (2013), "*Production and Operations Management*", 3rd Edition, New Delhi: Oxford University Press.
2. Buffa, E.S. and Sarin, R.K. (2008), "*Modern Production/Operations Management*", New Delhi: John Wiley and Sons.
3. Chary, S.N. (2015), "*Production and Operations Management*", 5th Edition, New Delhi: McGraw Hill Education.

BUSINESS ENVIRONMENT

CP 152 **3-1-0-4**

The need of the hour to learn all the new policies, structures, measures, steps, and the implications with reference to legal framework, foreign investment, exports and imports, privatization, taxation, budget, competition, monetary policy, technology, capital market, foreign exchange transactions, corporate governance and social responsibility. Gaining knowledge about all these spectra of business world would help one to be a successful manager in the era of eve-increasing competition.

Objectives:

- To understand the overall business environment and evaluate its various components in business decision making.
- To understand the real life situations vis-à-vis economic systems of India and other countries.
- To analyze the impact of economic reforms on different industries.
- Explore socio-cultural issues of the society that influence business decisions.
- To understand legal environment of business in order to comply with it.

Course Contents

Nature and Characteristics of Contemporary Business: Internal and external environmental factors, Environmental analysis and strategic management. **[4]**

Environmental Analysis and Forecasting: Environment scanning and its processes, Techniques for environmental forecasting, Benefits and limitations of environment forecasting. **[4]**

Anatomy of the Indian Economy: Economic system, Planning process, Trend in macroeconomic variables, Economic structure and the stage of development. **[12]**
Economic Policies: Determinants of National Income, Inflation, Fiscal policy, Monetary policy and Trade policy, Economic fluctuations.

Politico-legal Environment: Relationship between business and Government, Important business laws in India - Companies Act, Competition Law, FEMA, SEBI Act, and Consumer Protection Act. **[5]**

Impact of Culture and Values: Inter-relationship between business and society, Salient features of Indian culture and values and its impact on business, The stakeholder Model of business, Problems created by business, SA8000. **[5]**

Technological Environment: The contribution of technology, Integrating technology with Business, Technology transfer, Managing technology for development, Multinationals as source of technology. **[4]**

Economic Reforms in India: The New Economic Policy – Globalization, Exim policy, Banking policy and FDI policy, Reforms in capital market, Salient Features of WTO. **[5]**

Text:

1. Cherunilam Francis, Business Environment: Text & Cases, 17th revised edition, Himalaya Publishing House.

References:

1. AC Fernando, Business Environment (2011), Pearson Education.
2. Aswathappa K, Essentials of Business Environment (8th edition), Himalaya Publishing House.
3. Pailwar Veena Keshav, Economic Environment of Business (2009), PHI

IT Tools for Managers

CP162 **2-0-2-3**

Course Objective

In an increasingly complex world, information technology thinking, understanding, and skill are more important than ever. In this course participants are introduced to the fundamental concepts and with skills for proficiency in information system. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the information and data.

Course Content:

Introduction to IT tools and MIS: Systems, data and information and knowledge, Importance of IT tools like spreadsheet, MS-Excel, and MIS in the competitive business environment. Introduction to Information Systems Technology, Basic Excel skills, Using Excel functions and developing Spread Sheep Models. **[7]**

Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Database Management System, Networking, Systems and Application Software, IT's people view, empowering people through information. **[7]**

Managing change – the Indian paradigm. managing the digital divide, big data. Decision Making and Types of information systems, Management information systems, transactions processing systems, decisions support systems, expert systems, office automation systems and knowledge-based systems. **[8]**

Structured decision making, unstructured decision making and semi structured decision making, Information Systems Analysis & Design, Stages of SDLC, Feasibility study, systems study and systems design, Resource utilization, implementation, audit, operation, maintenance and modification, **[8]**

Functional Information Systems, Marketing, Finance, HR, Production/Operations information systems, Enterprise Resource Planning, Process Mapping, Implementation Management. **[9]**

Text Books

1. Albright, C.S., Winston, W.L. and Zappe, C. J (2009), "*Decision Making Using Microsoft Excel*", New Delhi: Cengage Learning.
2. Efraim, T., Dorothy, L., Ephraim, M., and James, W. (2010), "*Information Technology for Management: Transforming Organizations in the Digital Economy*", 7th Edition, New Delhi: John Wiley and Sons.

Reference Books

1. O'Brien, J.A. (2010), "*Management Information Systems: Managing Information Technology in the Business Enterprise*", 7th Edition, New Delhi: McGraw Hill Education.
2. Stair, R. (2008), "*Principles of Information System*", New Delhi: Cengage Learning.
3. Williams, B.K. and Sawyer, S.C. (2012), "*Latest Complete Version Using Information Technology: A Practical Introduction to Computers and Communications*", New Delhi: McGraw Hill Education.

Supply Chain Management

CP172 **3-1-0-4**

Course Objective

In real terms, competition is no more between products and firms but in fact, it is between supply chain architectures of firms. In other word, supply chain has become a critical strategic weapon to outperform in fiercely global competitive market scenario. Most of the dynamic and forward looking firms from manufacturing sectors all across the world like Dell, Wal-Mart, Procter & Gamble, etc. have articulated their business model around best practices of supply chain management strategically and became capable of reaping its benefits in terms of delivery of superior value to their customers than rivals and have superior return on assets.

Course Content:

Introduction and Strategic Perspectives: Nature and concept of supply chain management; Supply chain linkages, Contemporary issues and challenges of business and supply chain management; Value chain and SCM; Supply chain competency; SCM and differential advantages.	8
Supply Chain Strategic Foundation: Customer value, Customer services and channel strategy; Demand forecasting and management.	8
Supply Chain Strategic Options: Operations strategies (make-to-stock, make-to-order, engineer-to-order; make-and-sell and sense-and-respond framework); Procurement strategies; Sourcing and vendor management strategies; Logistics services outsourcing strategies.	8
Supply Chain Strategic Implementation: Value of information, Bullwhip effect and order management; Inventory management; Transportation management; Warehousing management.	10
Supply Chain Strategic Output: Supply chain integration; IT enabled supply chain network, process Supply chain relationships; Supply chain performance scorecard.	5

Text Books

1. Agrawal, D.K. (2017), "*Supply Chain Management: Strategy, Cases and Best Practices*", 2nd Edition, New Delhi: Cengage Learning.
2. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. and Shankar, R. (2007), "*Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*", 3rd Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chopra, S. and Meindl, P. (2016), "*Supply Chain Management*", 6th Edition, New Delhi: Pearson Education.
2. Weele, A.J.V. (2014), "*Purchasing and Supply Chain Management: Analysis, Planning and Practice*" 6th Edition, New Delhi: Cengage Learning.

FIFTH YEAR AUTUMN SEMESTER - IX

Strategic Management

CP203 **3-1-0-4**

Course Objective

This course is offered as a main course in the second semester. The course gives participants a general management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

Course Content:

Concept, Nature and Scope: Definitions of various strategic terms – Strategy, Corporate Strategy, Business Strategy, Operational Strategy Competitive Advantage and generic building blocks, Sustainable Competitive Advantage, Resources, Capabilities, Resource Based View of the Organization, core competency, distinctive competency, Mission, Visions, Goals, Objectives, Business Model Strategy Making Process: cursory concepts. **[7]**

External Analysis: Strategic Groups, Competitor Analysis: Porter's FFF, EFE (External Factor Analysis) Industry Life Cycle, PESTLED, CPM Matrix (Competitive Profile) Matrix Internal Analysis: Value Chain Concept and Analysis, IFE (Internal Factor Evaluation) Matrix SWOT, TOWS matrix, SPACE matrix. **[8]**

Competitive positioning and the business model: Competitive positioning and business-level strategy, Competitive positioning: Generic business level strategies, Dynamics of competitive positioning. Strategies in fragmented, embryonic, growth industries, Navigating through life cycle to maturity, Strategy in mature and declining industries, Game Theory. **[9]**

Corporate-level Strategy: Horizontal and Vertical Integration, Cooperative Relationships, Strategic Outsourcing, Related and Unrelated Diversification Strategy in the Global Environment: Porter's Diamond, Profitability and profit growth through global expansion, Cost reduction and local responsiveness pressures, choosing a global strategy, Basic entry decisions, Global strategic alliances, Mergers and Acquisitions Strategic Change and **[9]**

Turnaround Strategy: Change Management, Turnaround Strategy. Implementing Strategy through Organizational Design: Controls, Structure, Culture; Building Distinctive Competencies at the functional level implementing strategy in companies operating in single industry, across industries and countries Strategic Audit; Strategy Review, Evaluation and Control – Balanced Score Card. **[6]**

Text Books

1. Barney, J.A. and Hesterly, W.S. (2010), "*Strategic Management and Competitive Advantage*", 5th Edition, New Delhi: Pearson Education.
2. Pearce, J.A. II, Robinson, R.B. and Mittal, A. (2016), "*Strategic Management: Formulation, Implementation and Control*", 12th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dess, G.G., Lumpkin, G.T., Eisner, A.B., McNamara, G. and Kim, B. (2013), "*Strategic Management: Creating Competitive Advantages*", 6th Edition, New Delhi: McGraw Hill Education.
2. Hill, C.W.L., Schilling, M.A. and Jones, G.R. (2017), "*Strategic Management Theory: An Integrated Approach*", 12th Edition, New Delhi: Cengage Learning.

Project Management

CP213 **2-0-2-3**

Course Objective

This course is designed to educate participants the basic principles of project management. Participants will learn details about the project life cycle, how to identify and schedule project resources, create project flow charts, and produce critical path planning and evaluation reports. Important issues of project selection and team management are also covered. These learning objectives are reinforced by a course project that allows the participant to apply the principles and use the tools they learn. In addition, participants are provided with case studies describing real-world project management problems and their solutions.

Course Content:

Introduction: Definition of project, need for project management, Project life cycle, project stake holders. Defining project scope, establishing project priorities, Work break down structure, Process breakdown structure, and responsibility matrices **[8]**

Factors influence Projects: Factors influencing the quality of estimates, estimating guidelines for times, costs and resources, Macro and micro estimating, methods for estimating, level of detail, developing budgets, types of costs, refining estimates and contingency fund, selection of project. **[9]**

Five stage team development model: situational factors affecting team, building high performance project teams, managing virtual project teams. **[9]**
GANTT Chart, Crashing of Projects, Cost Analysis for Project Crashing.

Risk concept: risk identification, risk assessment, risk response development, contingency planning, contingency funding and time buffers, risk response control, and change control management. **[9]**

Project progress, performance measurement and evaluation: Structure of a project monitoring information system, project control process, monitoring time performance, need for an integrated information system, Progress monitoring indexes. **[5]**

Text Books

1. Gray, C.F. and Larson, E.W. (2011), "*Project Management: The Managerial Process*", 5th Edition, New Delhi: McGraw Hill Education.
2. Meredith, J.R. and Mantel, S.J. (2011), "*Project Management: A Managerial Approach*", New Delhi: John Wiley and Sons.

Reference Books

1. Kerzner, H. (2013), "*Project Management: A Systems Approach to Planning, Scheduling, and Controlling*", 10th Edition, New Delhi: John Wiley and Sons.
2. Lester, A. (2012), "*Project Management Planning and Control*", New Delhi: Elsevier.
3. Pinto, J.K. (2009), "Project Management- Achieving Competitive Advantage", New Delhi: Pearson Education.

Summer Internship Project

CP223 **0-0-0-3**

Course Objective

The summer internship project is designed to engage the participants in a field experience with an opportunity to share their hands on experiences and corporate insights, to explore the links between participants' academic preparation and their field work, and to assist participants in developing and carrying out the summer project which will serve to culminate their corporate internship experience.

Internships are individualized and tailored to the needs and interests of each participant in the program. As part of the internship experience, participants are expected to take an active role in finding an appropriate internship for themselves.

Course Content

Summer internship project is a three credit (full-time) course in which participants must enroll. Participants must maintain a journal of their daily activities and complete a paper analyzing their organizations' mission, structure, accomplishments, and current projects.

Duration: 8 weeks

The evaluation for this course will be determined as follows:

Evaluation pattern shall be – Report: 25% weight, Final Viva-Voce: 25%, Faculty mentor evaluation: 25% and Industry mentor evaluation: 25%.

Statement on Academic Dishonesty

Academic dishonesty is defined to include any form of cheating and /or plagiarism. Cheating includes, but is not limited to, such acts as stealing or altering testing instruments; falsifying the identity of persons for any academic purpose; offering, giving, or receiving unauthorized assistance on an examination, quiz, or other written or oral material in a course; of falsifying information on any type of academic record. Plagiarism is the presentation of written or oral material in a manner which conceals the true source of documentary material, or the presentation of material which uses hypotheses, conclusions, evidence, data, or the like, in a way that the participant appears to have done work which she did not, in fact, do.

Security Analysis and Portfolio Management

FM203 **3-1-0-4**

Course Objective

- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved.
- The course is designed with a view to acquaint the students with the working of security market and principles of security analysis
- To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Content

Role of Security Markets in Economy: Organization and Mechanics of Indian Security Markets, Various Securities and their Characteristics, Objective of the Security Analysis Functions of an Organized Security Market, Mechanics of Security Trading, Various Types of Security Markets and their Functions. **[8]**

Stock Exchanges: OTCEI, Depository, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market, Risk and Return, Utility Theory, Portfolio Theory, CAPM, APT, Multi-factor Models, Options and Futures, Security Analysis. **[10]**

Fundamental Analysis: Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm, Pricing of Security (IPOs and Seasoned Equity Open), Financial Statement Analysis, Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factors, The Risk Factors, including Internal Risk, Technical Analysis of Security Pricing, Market Efficiency and Behavioral Finance. **[10]**

Portfolio Management: Portfolio Theory, Portfolio Criteria, Efficient Set, Portfolio Selection and Diversification, The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model), Portfolio Management, Portfolio Objective, Size of Portfolio, Selection Basis and Readjustment, Timings of Disinvestment, Market Microstructure. **[11]**

Text Books

1. Fischer, D.E. and Jordan, R.J. (2009), "*Security Analysis and Portfolio Management*", 6th Edition, New Delhi: Prentice Hall of India.
2. Prasanna, C. (2102), "*Investment Analysis and Portfolio Management*", 4th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Elton, E.J., Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2014), "*Modern Portfolio Theory and Investment Analysis*", 9th Edition, US: Wiley.
2. Marcus, A.J., Mohanty, P., Bodie, Z. and Kane, A. (2009), "*Investments*", 8th Edition, New Delhi: McGraw Hill Education.
3. Reilly, F.K. and Brown, K.C. (2011), "*Investment Analysis and Portfolio Management*", 10th Edition, Cengage Learning.

Corporate Finance

FM213 **3-1-0-4**

This course examines important issues in corporate finance from the perspective of financial managers who are responsible for making significant investment and financing decisions. The concept of net present value, suitably adapted to account for taxes, uncertainty, and strategic concerns, is used to analyze how investment and financing decisions interact to affect the value of the firm.

Course Objective:

- To familiarize participants with basic concepts, tools and techniques for analyzing corporate study and understanding.
- To assess and compare the mechanics of discounting cash flows and free cash flows under budgeting criteria.
- To understand the debt structuring for optimal capital structure.
- Evaluate the optimal capital structure and effect of leverage on capital structure.

Course Content

Introduction to Corporate Finance: Finance function and the role of financial manager, impact of corporate governance on financial decision making; the goal of the firm. **[5]**

Valuation and Capital Budgeting: The analysis of discounted Cash Flow Valuation, FCFF evaluation criteria, EV and EVA valuation Making Capital Investment decisions, and mechanics of Interest Rates & Bond Valuation, duration, convexity and term structure of financial assets, Stock Valuation **[10]**

Risk : Risk & Return, Capital Asset & Pricing Model, Cost of Capital &Valuation **[7]**

Corporate Financing decision: Financial leverages and capital structure policy, Optimum capital structure: concepts, Limit to the use of debt. Long term financing: Leasing, Capital budgeting impact of inflation and taxes, Valuation and Capital Budgeting for the levered firm, Practical problems in capital budgeting, Capital investment decisions, dividend and other payouts. **[10]**

Long term financing: Leasing, hire purchase, factoring. **[7]**

Text Books

1. Damodran, A. (2014), "*Applied Corporate Finance*", 4th Edition, New Delhi: John Wiley and Sons.
2. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K. (2017), "*Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Berk, J. and DeMarzo, P. (2017), "*Corporate Finance*", 4th Edition, New Delhi: Pearson Education.
2. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P. (2014), "*Principles of Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.
3. Damodran, A. (2007), "*Corporate Finance: Theory and Practice*", 2nd Edition, New Delhi: John Wiley and Sons.

Banking Insurance and Management

FM 223 **3-1-0-4**

Course Objective

The objective of this course is to nurture the knowledge of operations of BFSI. With the advent of market oriented approach financial sector, mainly banking and Insurance face the challenge to continuously innovate and improve their products and services. This calls for excellence in the performance of operations of BFSI. This course provides detailed understandings of operations' of BFSI. This course designed to assist the students in understanding both the theoretical and practical of operations of BFSI.

Course Content:

Introduction to Financials Services: Meaning and concepts of banking, Functions of banks. Study on concepts, purposes and mechanism of Insurance, Principles of insurance, and types of insurance, essential feature of insurance contracts. Credit Management in Banks, Types of credit, Modes of credit delivery– Loan Policy, Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs. **[7]**

Treasury Management, Objectives of Treasury, structure & Organization, Functions and Responsibility of Treasurer, Cost Centre, Profit Centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS. **[7]**

BASEL Norms - Three pillars of BASEL Norms and Capital for Operational risk, Frame work for risk management, RBI guidelines on risk management , Risk rating and risk pricing , Methods for estimating capital requirements , Credit risk - standardized approach, advanced approach, Credit rating / credit scoring and rating system design. **[7]**

Product development in the life and non-life insurance sectors in India, Insurance Underwriting - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting. **[7]**

Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement, Insurance and Risk - significance of insurance and risk, Risk Management Process, role of risk evaluation in the process of insurance product formation, principles of insurance pricing and marketing, **[5]**

Elements in Computation of Life Assurance Premium –Mortality, Interest, Expenses, Level Premium System, Calculation of Age, Steps involved in calculation of premium, tools and techniques used in pricing individual life and health insurance. **[6]**

Text Books

1. Dorfman, M.S. (2012), "*Introduction to Risk Management and Insurance*", 10th Edition, New Delhi: Prentice Hall of India.
2. Indian Institute of Banking and Finance (2017), "*Theory & Practice of Treasury and Risk Management in Banks*", 2nd Edition, New Delhi: Taxmann Publications.

Reference Book

1. Indian Institute of Banking and Finance (2015), "*Insurance Products (Including pension Products)*", New Delhi: Taxmann Publication

FINANCIAL STATEMENT ANALYSIS

FM 233 **3-1-0-4**

This course is intended to enhance the skill level of the students in developing analytical skills. In this course, the students would be exposed to working on the corporate database. Extraction of the data and analyzing would be the main objective of this course. Students use different financial analysis methods and techniques to take a managerial decision on the quantitative data.

Course Objectives:

- We will incorporate key elements that you have learned in your other classes and apply this knowledge systematically to analyses the financial statements.
- The students will understand how to use ratios to compare a firm to its competitors and to evaluate changes in ratios over time. You will also know how to use these ratios to help forecast the future.
- Evaluate a firm's financial performance through both quantitative and qualitative analyses
- Have a framework for linear forecasting future earnings and predicting the stock market's response to quarterly earnings announcements.

Understanding Financial Statements: Notes to financial statement, additiona information in annual report segment reporting- full disclosure- management discussion and analysis, **[5]**

Statement of Cash Flows: Comparative statement-common size, vertical and horizonta analysis Overview of Financial Reporting. **[7]**

Financial Statement Analysis: Interpretation Liquidity and solvency analysis using financial statements- the dilemma of cause and effect- Prerequisites of an effective financial statement- case studies. Computation of ROI, PE Ratio, Profitability Ratio, Financial condition ratio operational and managerial efficiency. **[8]**

Tools for Financial Statement Analysis: solvency ratio- Dividend policy- Growth measure- Computation of CAGR, PEG ratio, Du Pont analysis. Financial, planning and strategy, **[8]**

Advance analysis in Financial Statement: Financial forecasting; exponentia smoothing, stationary time series and their properties; random walk model; unit roots, tests of stationarity; financial forecasting with AR, MA and ARMA models, Box-Jenkins methodology for ARIMA models, **[11]**

Text:

1. Khan and Jain ; Financial management,6TH edition, McGraw Hill (India).
2. Tsay.S.R; Analysis of Financial Time Series: Financial Econometrics, 3ed, 2010, WSE,(US)

References:

1. Pandey.M.I ; Financial management; 11th ed, 2018, Vikas Publication(India)
2. Wang.P; Financial Econometrics (Routledge Advanced Texts in Economics and Finance), 2008, Routledge (US)
3. Subramanyan.R.K, Wild.J.J; Financial Statement Analysis; 10e, Mc Graw Hill (India)

Organization Development Systems

HR 203 **3-1-0-4**

Course Objective

Students will learn how to improve individual, group/team and organizational performance through the use of OD techniques or interventions like group dynamics, training, culture change, and work-life balance.

Course Contents

Introduction: Leading Change – Why transformation efforts fail? **[2]**

Evolution and relevance of OD: Laboratory training background, Action research and survey feedback background, Participative management background, Productivity and quality of work background. **[4]**

Nature of Planned Change: Theories of planned change, General model of planned change, Types of planned change, designing intervention. **[4]**

The OD Process: Entering and contracting, Diagnosing organizations, Diagnosing groups and jobs, Collecting and analyzing diagnostic information, Feedback diagnostic information, Designing Interventions. **[6]**

Human Process Interventions: Executive coaching, Training and development, Team building, Conflict resolution, Improving interpersonal and intergroup relations. **[6]**

Techno Structural Interventions: Restructuring organization, Employee involvement, Work designs, Responsibility charting. **[5]**

Human Resource Management Interventions: Performance management, 360 degree feedback, Leadership development, Diversity management, Mentoring programs, Developing and assisting members. **[6]**

Strategic Interventions: Environmental framework, Competitive and collaborative strategies, Culture change, Learning and knowledge management. **[4]**

Special Applications of OD: OD in Global Setting, OD in non-industrial setting, Future directions in OD. **[2]**

Text Books:

1. Thomas G. Cummings and Christopher G. Worley (2015), *"Organization Development and Change"*, 10th Edition, New Delhi, Cengage Learning.
2. Bhattacharya Dipak Kumar (2014), *"Organization Change and Development"*, 1st Edition, New Delhi, Oxford University Press.

Reference Books:

1. Krishnamacharyulu CSK and Ramkrishnan Lalitha (2014), *"Organization Development"*, 1st Edition, New Delhi, PHI.
2. Wendell L. French, Cecil H. Bell, Robert A. Zawacki (2015), *"Organization Development and transformation-Managing Effective Change"*, New Delhi, Tata McGraw Hill.
3. Jim Grieves, (2010*), "Organizational Change-Themes & Issues"*, New Delhi, Oxford University Press.

Talent Management

HR213 **3-1-0-4**

Course Objective

The objective of the course is to make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization. Students will develop a conceptual understanding of the management of talents in the competitive environment.

Course Content

Introduction: Concept, Scope, Models/Approaches, Difference between talents and knowledge, Talent value chain, Elements of talent friendly organizations, Talent management process, Competitive advantage. **[5]**

Components of TMS: Challenges of TMS, Building blocks of TMS, Role of HR manager, Competency mapping, Process and Methods of competency mapping, Strategic performance appraisal, Designing the TMS. **[7]**

Talent Planning: Concept, Succession management process, Integrating succession planning and career planning, Designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent. **[8]**

Potential identification: Coaching, Mentoring, training and development with talent management, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system **[7]**

Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success **[7]**

Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India **[5]**

Text Books

1. Berger, L.A. and Berger, D.R. (2010), "*The Talent Management Hand Book*", 2nd Edition, New Delhi: McGraw Hill Education.
2. Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. (2008), "*Human Resource Management: Gaining a Competitive Advantage*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chowdhary, S. (2009), "*The Talent Era*", 1st Edition, New Delhi: Pearson Education.
2. Shukla, R. (2009), "*Talent Management*", 1st Edition, New Delhi: Global India Publications Pvt. Ltd.
3. Snell, S.A. and Bohlander, G.W. (2012), "*Managing Human Resources*", 16th Edition, New Delhi: Cengage Learning.

Industrial Relations

HR223 **3-1-0-4**

Course Objective

The aim of this course is to make participants conversant regarding conflict management in legal perspective and judicial system pertaining to labor management relations. Participants will be familiar with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes. This course also allows participants to view industrial relations within an international context as well as providing an insight into the workings of the Indian labour market.

Course Content

Industrial relations: Definition – Nature - Evolution of IR in India - Context and environment of IR - Three actors and their roles in IR -Approaches to IR and HR Relations - Gandhian approach - Marxian approach and Dunlop's Systems approach. Emerging Trends in IR, Future of IR in India **[9]**

Role of trade unions: Trade union in India, National level federations, Goals and objectives of unions and union leadership, Weaknesses in trade unions, Types of trade unions, Theories of trade unionism, Cross cultural aspects of union management relations, Trade Union Act 1926 - An overview, Union recognition, De –unionization strategies. IR policies: The state and IR policies - Evolution of IR policies - National Commission on Labor and IR policy (1969). **[10]**

Grievance procedure: discipline - Labor courts - Collective bargaining: concept and development - Industrial unrest in India. Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes - Lockouts - Lay Off-Retrenchment - Unfair Labor Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling. **[10]**

Industrial Democracy: Concept and scope of industrial democracy, Worker's participation, Objectives for successful participation, Strategy, Practices, Behavioral science contribution and models, Rationale for participation, Issues in participation, Strategies for making participation work and making participation more effective. Labor legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen's Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965. International experiences, Emerging trends and Future role of IR. **[10]**

Text Books

1. Sinha, P.R.N., Sinha I.B. and Shekhar, S.P. (2013), "*Industrial Relations: Trade Unions and Labour Legislation*", 2nd Edition, New Delhi: Pearson Education.
2. VenkataRatnam, C.S. and Dhal, M. (2017), "*Industrial Relations*", 2nd Edition, New Delhi: Oxford University Press.

References

1. Bray, M., Deery, S., Walsh, J. and Waring, P. (2011), "*Industrial Relations*", 3rd Edition, New Delhi: McGraw Hill Education.
2. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012), "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi: McGraw Hill Education.

Human Resource Analytics

HR 233 **3-1-0-4**

Course Objective

To provide the students understanding of concepts, tools and techniques of HR Analytics that could be applied to make human resource management evidence based.

Learning Outcomes

- Describe the importance and potential uses of HR Analytics in measuring human resources and how it drives an organization's performance
- Analyse HR data from a practical perspective and determine what analytic techniques to apply based on the business context
- Employ measurement and analytical techniques around intangibles and identify ways to benchmark performance and create standards
- Learn how to create meaningful HR reports
- Learn how to use predictive modelling techniques

Course Content

Introduction to HR Analytics: Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model. **[6]**

Creating Business Understanding for HR Initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics. **[8]**

Forecasting Budget Numbers for HR Costs: Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions. **[8]**

Predictive Modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning. **[5]**

Communicating with Data and Visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues. **[8]**

Predictive Modelling in HR: Logistic regression; Decision tree; Creating a policy on the basis of analytics. **[4]**

Text:

1. Bhattacharyya, Kumar, D. (2017), HR Analytics - Understanding Theories and Applications, Sage Publications India.

Reference:

1. Ramesh Soundararajan, Kuldeep Singh (2016), Winning on HR Analytics - Leveraging Data for Competitive Advantage, Sage Publications India.

Consumer Behavior

MM203 **3-1-0-4**

Course Objective

This course is offered as a marketing elective in the third semester. It helps students understand the behavior of consumers before and after purchase. The course helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions.

Course Content

Introduction to consumer behavior: Nature and scope and application Segmentation Application of consumer behavior in marketing, Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques. **[7]**

Individual determinants: Consumer needs and motivation, Theories of personality and their implication for consumer, Behavior Consumer perception and attitude Theories of learning and communication **[7]**

Consumer decision processes: Problem recognition Search and evaluation Purchasing processes and post purchase behavior Opinion leadership and its dynamics, Modeling consumer behavior: Economic model-psychoanalytical model, sociological model, Howard Seth model-Nicosia model-Engel Blackwell model, VALS2. **[9]**

Consumers in their social and cultural settings: Group dynamics Reference groups and consumer behavior Influence of family and social class Influence of cultural and cross-cultural aspects of consumer behavior, Motivation – needs - goals- dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioral perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow's hierarchy of needs- Properties of motivation- Three main types of conflicts- Attitudes-definition beliefs- affect behavioral intention-attitude changing strategies- Elaboration Likelihood model and celebrity endorsements. **[9]**

Consumption and post purchase behavior: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process – Measuring customer satisfaction **[7]**

Text Books

1. Schiffman, K., Kanuk, L.L. and Kumar, S.R. (2015), "*Consumer Behavior*", 11th Edition, New Delhi: Pearson Education.
2. Hawkins, D.I., Motherbaugh, D.L. and Mookerjee, A. (2014), "*Consumer Behavior: Building Marketing Strategy*", New Delhi: McGraw Hill Education.

Reference Books

1. Chaudhuri, A. (2007), "*Emotion and Reason in Consumer Behavior*", New Delhi: Elsevier, Butterworth-Heinemann.
2. Lindquist, J.D. and Sirgy, M.J. (2009), "*Shopper, Buyer, and Consumer Behavior: Theory and Marketing Applications*", New Delhi: Biztantra Dreamtech Press.
3. Solomon, M.R. (2013), "*Consumer Behavior: Buying, Having, and Being*", 10th Edition, New Delhi: Prentice Hall of India.

B2B Marketing

MM213 **3-1-0-4**

Course Objective

To analyze the process of developing and managing industrial products. To provide participants with an understanding on how the basic principles of marketing are applied to the B2B arena and where are the comparisons and contrasts with consumer marketing.

Course Content

Nature, Scope and Challenges of Business Marketing: Differences between B2B Marketing and B2C Marketing, Challenges of B2B Marketing, Business Market Processes, Working Relationships and Business Networks. **[3]**

Business Customer's Buying Process and Behavior: Understanding Purchasing Orientation, The Concept of Buying Centre, Modeling Business Customer's Buying Behavior, Understanding the Buying Process, Evaluation of supplier Performance. **[3]**

Segmentation of business market: Identification of Relevant Bases of B2B Markets, Approaches to segmenting B2B, Segmenting B2B Customers in Mature Market, Cost-Benefit Analysis of segmentation decisions. **[4]**

High-tech Industrial product development and marketing: The growth of New-to-the World Technologies, Technology Forecasting, Technology Appraisal, Managing Technological Risk, Critical Issues Facing High – Tech Markets, The Future of Technology Commercialization. **[4]**

Managing Mature Industrial Products: Concepts of Market life Cycle, Key Concepts of Commoditization, Flexible Market Offerings. **[3]**

Pricing of Industrial Products: Relevant Cost for Pricing of Industrial Products, Factors Determining Industrial Buyer's Price – Sensitivity, Perceived Value Pricing model for Industrial Products, Competitive Bidding, Price Negotiations, Pricing OEM Manufacturer's Product, Lease Pricing, The Future: Pricing and the World Wide Web. **[4]**

Business –to–Business Distribution: Distinctive Aspects of Business–to–Business Channels, Business Customer's Channel Function Requirements, Types of Intermediaries in Business – to –Business Distribution, Multiple Channels, Hybrid Channels and Adaptive Channels. **[4]**

Logistics of Industrial Products: Special Role of Logistics in Industrial Products Distribution, Warehousing Decisions, Transportation Decisions, Inventory Decisions, Handling and Storage Decisions. **[4]**

Business to Business Communication: Communication Channels for Industrial Marketer, Trade shows, Managing Industrial Advertising Effort. **[3]**

Personal Selling of Industrial Products: Role of Personal Selling in B2B Markets, Team Selling for Complex Industrial Products, Consultative Selling for Complex Industrial Products, Key Account Management in B2B Market. **[3]**

Customer Service for Industrial Products: Elements of Customer service for Industrial Products, Establishing Customer Service Strategy, Customer Service and Internal Marketing, Improving Customer service by Digitization of Business. **[4]**

Text Books

1. Reeder, R.R., Brierty, E.G., Reeder B. (2012) *Industrial Marketing Analysis, Planning & Control*, New Delhi: Prentice Hall.

Reference Book

1. Vitale, G. (2012). *Business-to-Business Marketing, Analysis and Practice in a Dynamic Environment*. New Delhi: Thomson Press Publications.
2. Hutt, M.D., Speh, T.W.(2012). Business Marketing Management. New Delhi: Cengage Learning.

Marketing of Services

MM223 **3-1-0-4**

The Indian, as well as much of the world economy, is dominated by services. Services are responsible for the creation of a substantial majority of new jobs, both skilled and unskilled, around the world. The service sector includes a variety of different industries, including many activities provided by public and nonprofit organizations. This course is especially designed for the purpose of acquainting students with service industries and will address the distinct needs and problems of service organizations in the area of marketing plus it will provide an in-depth appreciation and understanding of the challenges inherent in managing and delivering quality services.

Course Objective

- To develop students' understanding of the aspects of marketing those are of particular relevance to service organizations.
- Provide a theoretical and practical basis for assessing service performance through the use of frameworks, strategies, and tools.
- To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions

Course Contents

Concepts and Issues of Services Marketing: Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of the service economy, Factors affecting growth of the service sector. Strategic Issues in Services Marketing **[7]**

Consumer Behaviour in Services: Search, Experience, and Credence Properties, Consumer Choice, Consumer Experience, Post-experience evaluation The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance **[4]**

Concept of Service Marketing Mix: Price ,pricing concepts and issues in pricing, pricing policy, and pricing approaches, Managing Capacity and Demand; Delivering Value through Pricing, Approaches to Delivering Value through Pricing Integrated Service Marketing Communications and Promotion: internal and external communication and issues in service promotion, Place: service distribution, channel options and service distribution strategy, Delivering service through intermediaries, Franchising, Agents and Brokers, Electronic channels **[7]**

Strategies in service marketing: Segmentation, Targeting, Differentiation and positioning of services. Service Design and the cost of providing service Customer's Role in Service Delivery; **[8]**
People: internal marketing and employee motivation, Physical Evidence, Service scapes, Dimensions of the service environment
Service Process: Service Blueprinting; Role of People in Service Production and Delivery, Creating the Right Service Culture
Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process.

Service Design and Managing Service Quality: Essentials of a service system, Components of services, Designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management. Understanding Service Quality and Its Dimensions; Assessing Gaps in Service Quality, Experiential Marketing, Managing Relationships and Building Loyalty Relationship Marketing, Customer Loyalty Management, Customers' Life Time Value Service Recovery, Impact of Service Failure and Recovery. **[7]**

Application of Services Marketing Concepts: Financial services, Hospitality services, Health services, Educational services, and professional services. **[6]**

Text Books:

1. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. and Pandit, A. (2017), "*Service Marketing: Integrating Customer Focus Across the Firm*", 6th Edition, New Delhi: McGraw Hill Education.
2. Lovelock, C., Wirtz, J. and Chatterjee, J. (2013), "*Services Marketing: People, Technology and Strategy*", 7th Edition, New Delhi: Pearson Education.

Reference Books:

1. Wirtz, J. and Lovelock, C. (2016), "*Services Marketing: People, Technology and Strategy*", 8th Edition, Chennai: World Scientific.
2. Mudie, P. and Pirrie, A. (2006), "*Services Marketing Management*", 3rd Edition, New Delhi: Butterworth-Heinemann.

Sales and Distribution Management

MM233 **3-1-0-4**

To develop understanding and appreciation of the Sales and Distribution processes in organizations. The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. Since the subject has tremendous application in the practical work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. Though the study is practical in nature, ability of applying the theoretical construct will be one of the key objectives for learning.

Course Objectives:

To develop understanding and appreciation of the Sales & Distribution processes in organizations.

Be able to manage the sales function including sales forecasting, budgeting, quotas and territories design and management.

Become adept at selling through proper understanding of the process of selling.

Manage salesforce from recruiting to motivating and compensating.

Understand importance of effective distribution decisions.

Develop and manage channels of distribution.

Understand the role of inventory, transportation and warehousing in providing place utility for customers.

Course Content

Introduction to Sales Management: Introduction, Nature, Role and Importance. Personal Selling and Industrial Selling, product selling and service selling, Sales Management Process. **[4]**

The Sales Organization: Sales Organization Structures, Management of Sales Territory- Management of Sales Territory-Designing Sales territory, Beat planning-routing and scheduling, Determining the size of sales force and allocating sales territories. Sales Quota, Sales forecasting, Sales Budget and Budgeting procedures, **[6]**

Personal Selling: Selling Process. Selling skills and Strategies. Buyer-Seller Dyads; Theories of Selling – AIDAS; Right Set of Circumstances Theory; Buying Formula; Behavioural Equation Theory; Personal Selling – Steps; Changing Face of Personal Selling; Diversity of Personal Selling Situation and Formulating Personal Selling Strategy. **[8]**

Sales Force Management: Recruitment and selection of Sales Force, Training the Sales Force, Sales Force Motivation, Sales Meetings and Contests, Compensating Sales Personnel, Evaluation and Supervising Sales Personnel, Sales Force Automation; Controlling the selling effort-Sales volume and Cost analysis, **[6]**

Distribution: Concept and growing strategic role of distribution in corporate performance, Distribution channel structure and network, distribution channel institutions (wholesaling and retailing, modern retailing formats), Role and Function of marketing intermediaries; marketing channel relationship, Channel dynamics, Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – vertical marketing systems; horizontal marketing systems; Omni **[8]**

channel marketing systems, Channel performance evaluation tools, cybermediary, infomediary, disintermediation, reintemediation, and intermediary empowerment, e-tailing, Channel Conflict and their Management,

Strategic element in distribution management: total cost approach to logistics, customer services, finished goods inventory management, transportation and fleet management, warehousing and order management, IT and logistics management. Distribution: Design of Distribution Channel, Management of Channels (Co-operation, Conflict and Competition, Wholesaling, Retailing. Channel Evaluation-Channel Profitability Analysis-ROI. **[7]**

Text Books:

1. Still, R.R., Cundiff, E.W., Govoni, A.P.N. and Puri, S. (2017), "Sales and Distribution Management", 6th Edition, New Delhi: Pearson Education.
2. Havaldar, K. and Cavale, V. (2006), "Sales and Distribution Management: Text and Cases", 2nd Edition, New Delhi: McGraw Hill Education.
3. Panda, T.K and Sahadev, S. (2016), "Sales and Distribution Management", 2nd Edition, New Delhi: Oxford University Press

Reference Books:

1. Churchill, F. and Walker, J.T. (2000), "*Sales Force Management*", New Delhi: McGraw Hill Education.
2. Stern, W.L., Adel, I.E. and Coughlan, T.A. (2001), "*Marketing Channels*", New Delhi: Prentice Hall of India.

International Marketing

MM243 **3-1-0-4**

Course Objective

This course aims to develop students' understanding of the importance of international marketing as well as how to build, measure, and manage product and services for international markets. This courser intends to orient students to the role of international marketing in the past, present, and future. It explains how international marketing has gradually evolved, defines international marketing, and highlights the many international constraints that exist on domestic economic policy and policymakers.

Course Content

Introduction: Nature, importance and scope of international marketing, International market orientation and involvement, International marketing management process, Scanning and monitoring global marketing environment, International marketing information system **[4]**

International Market: Segmentation and Positioning, Screening and selection of markets, International market entry strategies, Exporting licensing contract manufacturing, Joint venture, Setting-up of wholly owned subsidiaries aboard **[6]**

International Product Planning: Major Product decisions, Product features and quality, Product design, labelling; packaging; branding and product support services; product standardization vs. adaptation, Managing product line, International trade, product life cycle, New product development **[8]**

Pricing for International Markets: Pricing strategies, Factors affecting international price determination; environment factors affecting international prices, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing, International dumping, Financing marketing transactions **[6]**

International Distribution Decisions: The structure of international distribution systems, Distribution channel strategy – international distribution channels their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management ; international distribution logistics, Inventory management transportation; warehousing and insurance, International direct marketing, Leveraging international distribution for competitive advantage **[8]**

International Promotion Strategies: International promotion mix; push and pull strategies, Communications across countries-complexities and issues, International promotion tools and planning – Advertising; personal selling; publicity and sales promotion; challenges of international advertising; global media strategy, Developing international promotion campaign; Standardization vs. adaptation issue, Planning for direct mail, sales literature, trade fairs and exhibitions. **[7]**

Text Books

1. Czinkota, M.R. and Ronkainen, I.A. (2015) *International Marketing*. 10th ed. Delhi: South-Western, Cengage Learning India Pvt. Ltd.
2. Cateora, P.R., Graham, J.L. and Salwan, P. (2008) *International Marketing*. 13th Edition. Delhi: McGraw Hill Education.

Reference Book

1. Albaum, G. Strandskov, J. and Duerr, E. (2006) *International Marketing and Export Management*. Seventh Edition. New Delhi: Pearson Education.

RETAIL MARKETING AND STRATEGY

RM 203 **3-1-0-4**

The purpose of this course is to introduce the student to the world of retailing from a managerial viewpoint. Consequently, we will study the elements that comprise the retail mix, including types of retailers, multichannel retailing, consumer buying behavior, retail marketing strategies, selecting retail site locations, supply chain management, merchandising, pricing, store management, store layout & design and customer service.

Objectives:

- Demonstrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage.
- Explain how retailers use marketing communications to build a brand image and customer loyalty.
- Understand the integration of merchandise management and supply chain strategies leading to excellent customer service.
- Understand the financial implication of strategic retail decisions.

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario. **[8]**

Retail Marketing Environment- Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues **[8]**

The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation **[8]**

Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies **[8]**

Retail Marketing Strategies: Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail "EST" model **[7]**

Text:

Levy, M., Weitz, B. & Grewal, D. (2019) "Retailing Management," ,10th edition, McGraw-Hill.

RETAIL OPERATIONS

RM 213 **3-1-0-4**

Objectives:

- To examine the importance of retail operations and methods for the study/practice of retailing.
- To analyze the basic operational practices and concepts associated with modern and successful retail organizations, to include social trends and their impact on retailing.
- To illustrate fundamental competition concepts commonly applied to retailing operations.
- To examine operational performances which allow organizations to successfully direct the flow of services and goods.

Course Contents

Introduction to store: Introduction, Objectives, Concept of Retail Store, Types of Retail Stores, On the basis of ownership, On the basis of operational structure, On the basis of customer service, On the basis of merchandise mix, On the basis of pricing policy, On the basis of location, Retail Store Operations, Approaches to Improve Store Operations. **[8]**

Opening and Closing of Store: Introduction, Objectives, Opening and Closing a Store, Store opening process, Store closing process, Store Key Management, Checklist for Store Opening and Closing. **[6]**

Store location, Design and Layout: Introduction, Objectives, Retail Store Location, Types of Store Locations, Process of Selecting a Store Location, Checklist analysis, Analysing infrastructure and taking permission from authorities, Locating alternative sites and making selection, Current Trends in Retail Property, Development in India, Retail Store Design, Exterior store design, Interior store design, Retail Store Layout. **[8]**

Functioning of a Retail Store: Introduction, Objectives, Everyday Operations of a Retail Store, Visual Merchandising, Visual merchandising norms, Visual merchandising in India, Operating system of visual merchandising, Role and responsibilities of a visual merchandiser, Role of Signage in the Store. **[8]**

Inventory Management in Retail: Introduction, Objectives, Inventory Management, Important terminologies in inventory management, Importance of inventory management in retail, Stock check, Negative inventory, Movement of inventory from warehouse to store, Un-loading of inventory, Product Repair System-Customer Interface, Vendor Interface, Returning Merchandise to Vendor, Retail Merchandising, Evolution of merchandising, Merchandise management, Role and responsibilities of a merchandiser, Merchandise procurement. **[9]**

Text:

1. Sudarshan Seshanna and N. Raghu Prasad, Retail Management, 1st Edition (2015), McGraw Hill, India.

Reference:

1. Dunne, P. M., Lusch, R. F., & Carver, J. R. (2011). Retailing (7th Ed.). Mason, OH: Cengage

RETAIL SUPPLY CHAIN MANAGEMENT

RM 223 **3-1-0-4**

The purpose of this course is to impart knowledge and understanding to students on Supply Chain Management and its relevance to today's business decision making.

Objectives:

- To analyze the manufacturing operations of a firm
- To apply sales and operations planning, MRP and lean manufacturing concepts
- To apply logistics and purchasing concepts to improve supply chain operations
- To apply quality management tools for process improvement

Introduction to retail supply chain: Retail supply chain management, Retail supply chain vs. manufacturing supply chain, Retail supply chain and logistics, Strategic, tactical and operational view of retail supply chain **[8]**

Supply chain synergies: Supply chain strategies, Competence on non-core business functions, IT for Retailing and Supply Chain Management: Information Systems, Barcoding, Retail ERP, Retail Analytics, RFID, Role of IT in CRM **[8]**

Retail Product Management: Concept of Retail Product Management, Scope of Retail Product Management, Role of Product Management in Retailing, Management of Retail Product Lifecycle. **[8]**

Managing Retailer-Supplier Relationship: Retailer-Supplier Relationship, Monitoring Supplier Performance, Stages of Retailer-Supplier Relationship Development ,Factors Affecting Retailer-Supplier Relationship, **[8]**

Category Specific Supply Chain Issues: Supply Chain in Food and Grocery Retailing, Supply Chain in Apparel and Footwear Retailing, Supply Chain in Consumer Electronics Retailing, Supply Chain in Home Furnishing Retailing, Supply Chain in Non-Store Retailing **[7]**

Text:

1. Donald Bowersox, David Closs and M. Bixby Cooper: Supply Chain Logistics Management, 3rd Edition (2016), McGraw Hill, India.

Reference:

1. James B. Ayers, Mary Ann Odegaard (2007). Retail Supply Chain Management (1st Ed.). Auerbach Publications

RETAIL MERCHANDISING MANAGEMENT

RM 233 **3-1-0-4**

This course acquaints students with the role and responsibilities of the retail manager. There is an emphasis on planning, controlling, and organizing the retail environment from the perspective of the entrepreneur and the corporate manager.

Objectives:

- To explain how retailers forecast probable sales numbers for merchandise categories
- To compare and contrast various merchandise assortment options
- To summarize how retailers determine product inventory levels
- To outline a system for controlling merchandise flow

Concept of Retail Merchandising: Meaning of Merchandising, Major Areas of Merchandise Management, Role and Responsibilities of Merchandisers, Merchandise Mix: Merchandise Mix, Concept of Assortment Management, Merchandise Mix of Show off. **[8]**

Merchandise Displays and Space Management: Concept of Merchandise Displays, Importance of Merchandise Displays, Concept of Space Management, Role of IT in Space Management, Concept of Planogram **[8]**

Visual Merchandising: Meaning of Visual Merchandising, Objectives of Visual Merchandising, Growth of Visual Merchandising, Visual Merchandising in India, Product Positioning and Visual Merchandising **[8]**

Merchandise Planning: Concept of Merchandise Planning, Applications of Merchandise Planning, Elements of Merchandise Planning, Role of Merchandiser in Planning, Category Management and Merchandise Budgeting: Concept of Category Management, Merchandise Forecasting, Merchandise Budgeting **[8]**

Merchandise Sourcing: Concept of Merchandise Sourcing, Historical Perspective of Sourcing, Stock Management and Distribution, International Sourcing, Merchandise Replenishment: Retail Replenishment, Importance of Replenishment, Direct Store Delivery (DSD), Managing Retail Home Delivery, Measures for Retail Distribution and Replenishment, Role of IT in Retail Distribution and Replenishment **[7]**

Text:

1. Piyush Kumar Sinha and Dwarika Prasad Uniyal, Managing Retailing, 3rd Edition (2018), Oxford University Press, India.

Reference:

1. Nancy J. Rabolt, Judy K. Miler (2009). Concepts and Cases in Retail and Merchandise Management (2nd Ed.). Fairchild Books.

Purchase and Vendor Management

SC203 **3-1-0-4**

Course Objective

In present times, purchasing and vendor management is a critical and complex organizational function as it involves processes, technology, systems and management skills. Finding the right vendor and solutions for customized products, services and applications and managing lead times are challenges that purchase managers face on a daily basis. The objective of this paper is to equip students with the knowledge of possibilities of efficient optimization and management of operation in Purchasing and skills relating to vendor management, strategic procurements and risk management.

Course Content

Purchase policy- Rate and Running Contract – Subcontracting- Systems Contract – Stockless purchase –Buying seasonal items – Forward Buying – Hedging – Purchasing Activities – Indent Status – A to Z of Purchase Order –Transportation – Incoming Inspection – Bill settlement –Documentation. **[08]**

Meaning of Right Price – Price Analysis – Determination of Right Price – Influencing Factors on Pricing – Classification of Pricing – Price Forecasting – Right Place – Purchase Budgets – Budgetary control – Need Identification Problems – Definition of lead time Elements- Cost Reduction and Lead time **[08]**

Purchasing Management - Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global sourcing **[08]**

Vendor Selection and Management- Vendor selection process, Evaluation of existing vendors, Developing vendor performance measures, new vendor development process, working with suppliers to manage quality, JIT and TQM in sourcing, Key supplier account management, Vendor relationship development, Negotiation skills, Vendor monitoring, Promoting SME suppliers. **[07]**

Relevance of Good Supplier - Advantages of Good Relations –Prerequisites – Evaluation of Suppliers – The Buyers Role – Role of the Vendor –Relevance of Good Suppliers – Need for vendor evaluation – Goals of Vendor Rating – Advantages of Vendor Rating – Parameters of Vendor Rating **[08]**

Suggested Readings:

1. Sollish, F. and Semanch, J. Strategic Global Sourcing: Best Practices, Wiley Publications
2. Gopalakrishnan P.– Purchasing and Materials management – Tata McGraw Hill

Logistics and Distribution Management

SC213 **3-1-0-4**

Course Objective

Logistics Management is the part of supply chain management that plans, implements, and controls the efficient, effective forward and reverses flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements. This course provides a practical, management perspective of the following areas of logistics: distribution, transportation, international logistics, inventory control, sustainable logistics practices, key performance indicators, supply chain finance, leadership in a supply chain role, and an introduction to logistics technology including RFID and ERP systems.

Course Contents

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics. Logistics relationships. Functional applications – HR, Marketing, Operations, Finance, IT. Logistics Organization - Logistics in different industries **[08]**

Logistics Activities: – functions, objectives, solution. Customer Service, Warehousing and Material Storage, Material Handling, order processing, information handling and procurement Transportation and Packaging. Third party and fourth party logistics - Reverse Logistics - Global Logistics **[08]**

Distribution – Definition – Need for physical distribution – functions of distribution – marketing forces affecting distribution. The distribution concept – system perspective. Physical distribution trends in India. Transportation: Scope – principles of transportation function – relationship of transportation to other business functions. **[08]**

Channels of distribution: role of marketing channels – channel functions – channel structure –designing distribution channel – choice of distribution channels – factors affecting. Intermediaries: functions of intermediaries – types of intermediaries – variables in selecting channel members – motivating – training – evaluating channel members – modifying channel arrangements **[07]**

Distribution control & Evaluation: Distribution control – stages of control process – standards & goals– performance report - measurement – monitoring – corrective action. Organization for Distribution: Distribution Organization structure – Private & Public organizations - conflict resolution – rising costs& need for control – complexities of physical distribution. Transport organization: Functions –structure – hierarchy – Transport & Logistics organizations **[08]**

Suggested Readings:

1. Alan Ruston, Phil Crouches, Peter Baker, 'The Handbook of Logistics and Distribution Management kogan page India new Delhi
2. Kapoor Satish K., and KansalPurva, 'Basics of Distribution Management: A Logistical Approach', prentice hall off India
3. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan publishers India

Enterprise Resource Planning

SC223 **3-1-0-4**

Course Objective

This course will introduce you to enterprise systems and show how organizations use enterprise systems to run their operations more efficiently and effectively. You will learn about the critical success factors and implementation strategies that lead to enterprise system success, and about the informational, knowledge, and decision-making opportunities afforded by enterprise systems. The course will examine typical Enterprise Systems modules: materials management (MM), supply chain management (SCM), customer relationship management (CRM), financials, projects, human resource management (HRM) etc. Enterprise systems use a single database to integrate business transactions along and between processes, leading to benefits such as efficient and error-free workflows plus accounting, management reporting and improved decision-making.

Course Content

Enterprise: An Overview: Business Functions and Business Processes, Importance of Information: Characteristics of information; Types of information, Information System: Components of an information system; Different types of information systems; Management information system, Enterprise Resource Planning: Business modelling; Integrated data model.	**[06]**
Introduction to ERP: Defining ERP, Origin and Need for an ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market, Reasons for the Failure of ERP.	**[07]**
ERP and Related Technologies: Business Process Re-engineering, Management Information systems, Decision Support Systems, Executive Information Systems- Advantages of EIS; Disadvantages of EIS, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, ERP Security.	**[07]**
ERP Implementation Life Cycle: ERP Tools and Software, ERP Selection Methods and Criteria, ERP Selection Process, ERP Vendor Selection, ERP Implementation Lifecycle, Pros and cons of ERP implementation, Factors for the Success of an ERP Implementation.	**[07]**
ERP Modules Structure: Finance, Sales and Distribution, Manufacturing and Production Planning- Material and Capacity Planning; Shop Floor Control; Quality Management; JIT/Repetitive Manufacturing; Cost Management ; Engineering Data Management; Engineering Change Control ; Configuration Management ;Serialization / Lot Control ;Tooling, Human Resource, Plant Maintenance- Preventive Maintenance Control; Equipment Tracking; Component Tracking; Plant Maintenance Calibration Tracking; Plant Maintenance Warranty Claims Tracking, Quality Management - Functions of Quality Management; CAQ and CIQ; Materials Management- Pre-purchasing; Purchasing; Vendor Evaluation; Inventory Management and Invoice Verification and Material Inspection	**[12]**

Text Books:

1. Alexis, L., "*Enterprise Resource Planning*", Tata McGraw Hill.
2. Jaiswal,S., & Galgotia, J., " Enterprise Resource Planning"

References:

1. Sinha, P. M. and Jeffery, W., *"Essentials of Business Process and Information System,"* Wiley India.
2. Jagan, N.V., "*ERP in Practice*," Tata McGraw-Hill.

FIFTH YEAR SPRING SEMESTER - X

Business Ethics and Corporate Social Responsibility

CP204 **3-1-0-4**

Course Objective

The ultimate aim of the course is to leave students better equipped to identify corporate initiatives in social responsibility and to think critically about the long term impact of those initiatives on the environment, on society and the bottom line of the organization.

Course Contents

Introduction to Ethics and its Applications in Business: Concepts, Role and scope of ethics in business, Morality and moral standards, Moral reasoning for ethics. **[4]**

Ethics in Functional Areas of Business Management: Marketing and Advertisement, Finance and accounting, Human Resource Management, Production and Operations Management, Computer and information ethics. **[5]**

Corporate Governance: Principles, Issues and trend; Principles of Corporate Governance, Structure and process, Emerging trend. **[5]**

Corporate Governance in India: Regulatory framework**,** Role of board, Financial institutions in effective corporate governance, Values and ethics in relation to corporate governance, Effective measures to improve corporate governance. **[5]**

Corporate Social Responsibility (CSR): Definitions, principles and strategies; Models of CSR, Corporate stakeholders and responsibilities to them. **[7]**

Creating CSR Framework: Creation of strategy, Risk analysis, Building trust, Creation of a corporate culture; Framework for rating CSR. **[4]**

Sustainability: Meaning, scope and terminologies, Triple bottom line, Corporate sustainability reporting frameworks – National voluntary guidelines, Carbon trading and Kyoto Protocol to reduce collective emissions of greenhouse gases. **[5]**

Future Trends in CSR: Global CSR, Dynamics of modern business, Public-private partnership, Business and special cause sponsorship, CSR practices of Indian companies **[4]**

Text Books:

1. Ghosh B.N. (2015), "*Business Ethics and Corporate Governance*", 1st Edition, New Delhi: McGraw Hill Education.
2. Mandal, S.K. (2013), "Ethics in Business and Corporate Governance", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books:

1. Albuquerque, D. (2017), "*Business Ethics – Principles and Practices*", 1st Edition, New Delhi: Oxford University Press.
2. Chakraborty, S.K. (2002), "*The Management and Ethics Omnibus*", 2nd Edition, New Delhi: Oxford University Press.
3. Chatterjee, M. (2016), "Corporate Social Responsibility", 1st Edition, New Delhi: Oxford University Press.

LEGAL ASPECTS OF BUSINESS

CP 214 **3-1-0-4**

With the increasing complexities of business, law is assuming added importance in business management. For the successful management of an organization, it is important that the entrepreneurs and managers have a fairly good knowledge of the legal provisions impinging upon the business. Therefore, the course will enhance the ability of students to apply it in real life situations.

Objectives:

- To provide an overview of important laws those have a bearing on the conduct of business in India.
- To address current issues in the Corporate Tax, contracts, sales and labor law and assess the impact of these laws on business.
- To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.
- To understand electronic governance and electronic records and various modes of dispute resolution in business transactions.

The Indian Contract Act, 1872: Contract defined, Establishing the contract - Offer and acceptance, Essentials of a valid contract, Performance of contract, Breach of contract and its remedies, Contingent contract, Quasi contracts, Agency. **[6]**

The Companies Act, 1956: Major principles – Nature and types of companies, Formation - Memorandum and Articles of Association, Prospectus, Power, Duties and liabilities of directors, Winding up of companies, Corporate Governance. **[8]**

The Sale of Goods Act, 1930: Nature of contract of sale, Conditions and warranties, Transfer of ownership and delivery, Rights of unpaid seller and rights of buyer. **[5]**

Industrial laws: An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act, Minimum Wage Act. **[6]**

The Competition Act, 2002: Competition commission – aims and objectives, Major concepts, Prohibition of anti-competitive agreements, Prohibition of abuse of dominant position, Regulation of combination, Power of commission. **[5]**

Consumer Protection Act, 1986: Consumer and complainant, Consumer rights, Procedures for consumer grievances redressal, Types of consumer redressal forums. **[5]**

The Information Technology Act, 2000: Objectives, Acknowledgement and dispatch of electronic records, Digital signature, Duties of subscriber, Penalties and adjudication. **[4]**

Text:

1. Pathak Akhileshwar, Legal Aspects of Business, 6th Edition, McGraw Hill (India).

References:

1. Kapoor N.D., Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
2. Kumar Ravinder, Legal Aspects of Business, Third Edition (2013), Cengage (India).
3. Tulsian P.C. and Tulsian Bharat, Business Law

Dissertation Project

CP224 **0-0-0-3**

Course Objective

To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity. To provide means to immerse students in actual supervised professional experiences. Participants will gain in-depth understanding and insights in specific management areas of mutual interests with the help of faculty.

- **Dissertation** shall be of 3 credits and it shall spread over to two semesters i.e. III and IV.

Course Contents

The student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies and one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.

The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide.

Financial Derivatives and Risk Management

FM204 **3-1-0-4**

Course Objective

The course objective is to develop an understanding of the underlying concepts, strategies and issued involved in risk management. This course will provide the skills to identify and measure risks, quantify risks and create risk response strategies to deliver decisions that meet stakeholder expectations. The course will also acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Content

Introduction to Derivatives & Risk Management: Forwards, futures, options, bonds, swaps and other derivative instruments. Investors and risk management, profitable side of risk management; Risk management process – Risk models. **[6]**

Derivatives: Forwards and Futures- Theory of futures trading, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate. Hedging strategies using futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures. **[7]**

Derivatives: Option- Basic Option Pricing: European options, American options, forward-spot parity, put call parity, the binomial option-pricing model, Construction of option strategies in various market situations and their pay off. **[7]**

Advance option strategies: - Lognormal distribution, modelling option prices. Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, Extensions of Black and Scholes formula and Greek symbols. **[7]**

Hybrid Derivatives: - Swaps Transactions: Interest rate swaps, currency swaps, Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps. **[6]**

Enterprise Risk Management: - Firm wide approach to risk management – measuring risks for corporations, the maturity model, Value at risk – Var models. **[6]**

Text Books

1. Das, S. and Sundaram, R. (2013), "*Derivatives Principles and Practice*", 1st Edition, New Delhi: McGraw Hill Education.
2. Hull, J.C. and Basu, S. (2017), "*Options, Futures, and Other Derivatives*", 9th Edition, New Delhi: Prentice Hall of India.

Reference Books

1. Bhalla, V.K. (2001), "*Financial Derivatives: Risk Management*", 1st Edition, New Delhi: S. Chand and Company Private Ltd.
2. Chance, D.M. and Brooks, R. (2014), "*Derivatives and Risk Management*", 10th Edition, USA: Cengage Learning.
3. Somanathan, T.V. and Nageswaran, A.V. (2015), "*The Economics of Derivatives*", New Delhi: Cambridge University Press.
4. Stiltz, R.M. (2003), "*Risk Management and Derivatives*", New Delhi: Thomson, South Western.

International Financial Management

FM214 **3-1-0-4**

International finance is course focuses on understanding the theory of international finance and on its real world applications from a business point of view. The course prepares students for leadership roles and builds understanding of global financial forces that could influence the overall business environment.

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques of International financial and monetary management.
- In the course, students will gain a practical understanding of factors contributing to foreign exchange rate risk & other International factors that creates risk environment.
- Provide an in-depth understanding of the process and techniques used to make international investment decisions.

Course Content

International Financial & Monetary system: Global Financial Environment, International Financial Management-nature and scope, international monetary system, Bretton woods conference, Payment terms in international trade. International flow of goods, services and capital. **[8]**

Financing techniques in international trade, computation of foreign exchange rates, exchange rates quotation, factors affecting exchange rates- spot rates, forward exchange contracts, foreign exchange & currency future. GDRs, ADRs **[10]**

Foreign Exchange Risk Management: Exposure and risk, Transaction exposure, Translation exposure and economic exposure, Management of exposures, internal techniques, netting, marketing, leading and lagging, pricing policy. Forex market risk management- forex derivatives, swaps, futures, options and forward contracts. **[10]**

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Foreign Direct investment – Foreign portfolio investment- International Bond & Equity market, International Cost of Capital. **[11]**

Text books:

1. Apte P.G., International Financial Management, TMH Publishing House, New Delhi.
2. Avadhani V.A, International Finance, Theory and Practices, Himalaya Publishing House, Mumbai.

References:

1. Sharan Vyuptakesh, International Finance, PHI Pvt Ltd. New Delhi
2. O'Brien Thomas J. International Finance, Oxford University press, New Delhi.
3. Click & Coval, The Theory and Practice of International Financial Management, PHI Pvt. Ltd, New Delhi
4. Jain, Peyrard, Yadav, International financial Management, McMillan Publishers

Financial Modelling

FM224 **3-1-0-4**

Course Objective

Modelling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives valuation, project evaluation, deal structuring, portfolio management and the like. In this course, students will learn the financial model building skills with the help of excel and VBA.

Course Content

Understanding Advanced Features of Excel: - Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox **[4]**

Understanding Finance Functions in Excel: - Creating Dynamic Models, Sensitivity Analysis using Excel, Scenario Manager, Other Sensitivity Analysis Features. **[5]**

Simulation using Excel: - Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular distribution, Building Models in Finance using Simulation. **[7]**

Accounting in Excel: - Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analyzing Financial Statements by using Spreadsheet Model. **[7]**

Valuation in Excel: - Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation, Financial Model building **[5]**

Understanding Subroutines and Functions and building simple financial models using subroutines and functions:-Recording and Editing Macros, Subroutines and Functions, Decision Rules, Message Box and Input Box, Debugging. **[6]**

Designing Advanced Financial Models using VBA:- User Forms, Other Advanced Features and Actual Model Building. **[5]**

Text Books

1. Sengupta, C. (2013), "*Financial Analysis and Modelling Using Excel and VBA*", 2nd Edition, New Delhi: John Wiley and Sons India.
2. Tjia, J. (2004), "*Building Financial Models*", New Delhi: McGraw Hill Education.

Reference Books

1. Benninga, S. (2014), "*Financial Modelling*", 4th Edition, New Delhi: MIT Press.
2. Day, A. (2012), "*Mastering Financial Modelling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance (The Mastering Series)*", 3rd Edition, New Delhi: Prentice Hall of India.

CORPORATE RESTRUCTURING

FM 234 **3-1-0-4**

Course Objectives:

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.

Course Content

Overview of Corporate Restructuring: Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring, Financial Strategy and Planning. **[5]**

Dimensions of Mergers and Acquisitions: Mergers & acquisitions concept, types and process, Accounting for Mergers& Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics. **[9]**

Valuation Aspects of Corporate Restructuring: Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return **[9]**

Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation. **[8]**

Dimensions of Corporate Restructuring: Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts . **[8]**

Text Book:

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition

Reference Books:

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
3. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
4. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
6. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition

DIVERSITY AND INCLUSION

HR 204 **3-1-0-4**

Diversity and Inclusion at the workplace are a business imperative. Research is now showing a clear and positive correlation between business performance and diversity. The course is designed to enable the students to understand and assimilate details of this future-focused area of Human Resources.

Objectives:

a. To provide comprehensive insights into diversity at the workplace, this has recently become one of the biggest competitive advantages that organizations have.
b. To highlight the trends and practices, which are emerging for diversity at the workplaces, in India, Asia and globally.
c. To prepare future managers to be aware of diverse segments of talent that they will work with, their own internal biases, mindfulness about inclusion and lead, and how to leverage their combined strength, for sustainable business growth.

Course Contents

Introduction to Diversity and Inclusion: Meaning, Objectives, Focus areas, Paradigms for engaging a diverse workforce, Challenges of managing diversity, Diversity legislation in a global perspective. **[5]**

Dimensions of Diversity in the Workplace: Gender, Age, Caste, Language, Gender, Religion, Four generations in the workplace, Generational differences, Discrimination and equality in Employment, Consequences of not managing diversity, Recognizing Unconscious Bias. **[6]**

Interpersonal Relationships in a Global Work Context: Cultural styles and relational mental models, Diversity in interpersonal relationships, Interpersonal relationships and cross-cultural communication, Theoretical perspectives on interpersonal cross-cultural communication. **[9]**

Managing Diversity at the Workplace (Inclusion): Theories of diversity management, Steps in managing diversity effectively, Managing gender diversity at the workplace, Managing generational diversity at the workplace, Managing cross-cultural diversity, Preparing managers for leading diverse teams, Leadership's role and buy-in related to diversity and inclusion, Diversity training, Communication strategy for a diverse workplace. **[9]**

Inclusive Workplace: Inclusion through diversity within the work organization, Inclusion through corporate-community collaborations, Inclusion through state/national collaborations, Diversity and inclusion audits. **[5]**

Diversity and Inclusion Trends and Best Practices - India, Asia, Global, Reverse discrimination, Inclusion of differently-abled employees at the workplace **[5]**

Text:

1. Michalle E. Mor Barak, Managing Diversity: Toward a Globally Inclusive Workplace, 4th Edition (2016), Sage Publishing.

References:

1. Gary N. Powel, Managing Diverse Workforce Learning Activities, 3rd Edition (2010), Sage Publications.

Human Resource Development Systems

HR214 **3-1-0-4**

Course Objective

The aim of this course is to facilitate the learning concepts and practices related to HRD. This course will elaborate on the purposes and advantages of needs assessments. Identify the attributes (all the way through to evaluation) of different kinds of HRD programs as studied in the text- orientation, skills and technical training, coaching and performance management, employee counseling and wellness services, career management and development, and describe organization development and change in relation to models of change, OD theories.

Course Content

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. **[6]**

Training and Development: Need Assessment Process, Systematic approach to need assessment, Designing, Transfer of learning, Evaluating training program, Special issues in training and development, Management Development and Organizational Goals, Trends in management education. **[8]**

Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. **[7]**

Career Management and Development: Definition, Models, Issues affecting career management. Organization Development-: Definition, Theories and concepts in OD, Roles & Strategies, Change Management. **[8]**

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. **[5]**

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. **[5]**

Text Books

1. Haldar, U.K. (2009), "*Human Resource Development*", 1st Edition, New Delhi: Oxford University Press.
2. Lynton, R.P. and Pareek, U. (2011), "*Training for Development*", 3rd Edition, New Delhi: Sage Publications.

Reference Books

1. Agochiya, D. (2009) "*Every Trainer's Handbook*", 2nd Edition, New Delhi: Sage Publication.
2. Blanchard, P.N., Thacker, J.W. and Ram, V.A. (2010), "*Effective Training: Systems, Strategies and Practices*", New Delhi: Pearson Education.
3. Noe, R. (2010), "*Employee Training and Development*", 5th Edition, New Delhi: McGraw Hill Education.
4. Pareek, U. and Rao, T.V. (2006), "*Designing and Managing Human Resource System*", 3rd Edition, New Delhi: Oxford and IBH Publishing Company.

Performance Management System

HR224 **3-1-0-4**

Course Objective

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Contents

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes. **[4]**

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application **[4]**

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal. **[5]**

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support. **[5]**

Methods of Performance Appraisal: Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal. **[5]**

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team. **[4]**

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system. **[5]**

Reward Systems and Legal Issues: Significance of reward in PM, Components of reward system, Linkage of PM to compensation systems, Legal issues associated with PM. **[4]**

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM. **[3]**

Text Books

1. Aguinis, H. (2013), "*Performance Management*", 3rd Edition, New Delhi: Pearson Education.
2. Bhattacharyya, D.K. (2011), "Performance Management Systems and Strategies", 1st Edition, New Delhi: Pearson Education.

Reference Books

1. Bagchi, S.N. (2013), "*Performance Management*", 2nd Edition, New Delhi: Cengage Learning.
2. Kohli, A.S. and Deb, T. (2008), "*Performance Management*", 1st Edition, New Delhi: Oxford University Press.

COMPENSATION MANAGEMENT

HR234 **3-1-0-4**

Course Objective

The course aims to equip students to effectively design compensation structure for overall organizational effectiveness as the new generation of HR professional need to master all these areas to render meaningful support to organizations, reducing their dependency on outside consultants.

Course Contents

Introduction to Compensation Management: Concept of compensation, Objectives of Compensation System, Intrinsic and Extrinsic Compensation, Strategic Compensation, Strategic Vs. Tactical Compensation Decision. **[4]**

Bases for Pay: Traditional bases for pay – Human Capital theory, Seniority and longevity pay, Merit pay, Linking performance appraisal with merit pay; Person-Focused Pay – Competency-Based, Pay-for-Knowledge, and Skill-Based pay. **[4]**

Components of Compensation I: Core compensation: Base pay, Cost- of – living adjustment (DA), Bonus. **[3]**

Components of Compensation II: Fringe compensation: Benefit policies, Statutory benefits – Gratuity, Provident fund, Employees' State Insurance, Employees' Compensation Act, Pension schemes; Discretionary benefits - Personal security, Financial assistance and Personal needs, Flexible benefits- Company cars, Holidays, Pensions, Insurance etc. **[5]**

Contextual Influences on Compensation Practice: Prevailing wage laws, Labor unions as contextual influences, Inter industry, Wage differentials/ Compensation differentials. **[4]**

Job Evaluation: Concept of job evaluation, Various kinds of job evaluation plans. **[4]**

Surveying Market pay and Compensation Practices: Need and purpose of the survey, Designing a Survey, Types of Survey - Custom developed surveys and published compensation data surveys. **[4]**

Designing Compensation Structure: Compensation designing process - Define a pay grade and develop a pay structure, Base pay and other compensation components for a team, Pay structure variations- broad banding and two- tier base plan. **[4]**

International Compensation: International compensation programs, Expatriates Components of international programs, Main components - Setting expatriates base pay and Incentive compensation. **[4]**

New Approaches: Variable performance linked pay (VPLP), Employee stock option plan, EVA, Cafeteria style of compensation. **[3]**

Text Books:

1. Martocchio Joseph J. (2014), *"Strategic Compensation- A Human Resource Management Approach"*, 7th Edition, New Delhi, Pearson Education.
2. Bhattacharyya D.K. (2015), *"Compensation Management"*, 2nd Edition, New Delhi, Oxford University Press.

Reference Books:

1. Milkovich George T, Newman Jerry M. and Venkat Ratnam CS (2017), *"Compensation"*, 12th Edition, New Delhi, Tata McGraw Hill.
2. Richard I. Henderson, *Compensation Management in a Knowledge - based World*, 10th Edition, New Delhi, Pearson Education.

Integrated Marketing Communication

MM204 **3-1-0-4**

The course introduces the students to the field of integrated marketing communications (IMC) and its role in the marketing mix. Emphasis is placed on understanding the role for advertising and other promotional tools in the IMC program of an organization to achieve effective marketing campaigns based on clear objectives, market segmentation and target marketing, within established time and cost parameters.

The development of an IMC program requires an understanding of the overall marketing process, communications theory and processes, marketing communications tools, consumer behavior, and marketing communications.

This course will examine the process by which integrated marketing communications programs are planned, developed, executed and measured.

Objectives of the Course:

1. The objective of the course is to help students look at marketing communications with a holistic approach and to understand the principles and practices of marketing communications
2. Apply the key terms, definitions, and concepts used in integrated marketing communications.
3. Conduct and evaluate marketing research and apply these findings to develop competitive and positioning strategies and to select the target audience(s) for the IMC campaign plan.
4. Examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.
5. Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
6. Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
7. Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
8. Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

Course Contents

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, and Challenges in IMC, **[6]**

Consumer Behaviour and IMC: Role of marketing communications in Consumer Decision Making, Combination of behavioural and communication objectives for each stage of the consumer decision making process. **[6]**

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, advertising appropriation, advertising campaigns Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organization, Remuneration, client agency relationship, account Planning; Management of Advertising Agencies, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising. **[7]**

Message Design: The Creative concept development; the creative processes of the different forms of IMC; Communication Models with reference to Advertising AIDA, Hierarchy of effects, Innovation, Adoption. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting, Role of Creativity in Copywriting. Testing of Advertising Effectiveness, **[7]**

Media Management: Media Types and their characteristics; Setting Media objectives; Media planning; Media Strategy; Media buying; and media research. Emerging Concepts and Issues in Marketing Communications, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication. **[6]**

Corporate Communication and Public Relations: Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management. **[7]**

Text Books:

1. Clow, K.E. and Baack, D.E. (2016), "*Integrated Advertising, Promotion, and Marketing Communications*", 7th Edition, New Delhi: Pearson Education.
2. Shah, K. and D'Souza, A. (2009), "*Advertising and Promotions an IMC Perspective*", New Delhi: McGraw Hill Education.

Reference Books

1. Belch, G. and Belch, M. (2016), "*Advertising and Promotions: An Integrated Marketing Approach*", New Delhi: McGraw Hill Education.
2. Lane, R., King, K. and Russell, T. (2009), "*Kleppner's Advertising Procedure*", US: Pearson Education.
3. Percy, L. (2014), "*Strategic Integrated Marketing Communications*", 2nd Edition, New Delhi: Routledge.
4. Shimp, T.A. and Andrews, A.J.C. (2013), "*Advertising Promotion and Other Aspects of Integrated Marketing Communications*", 9th Edition, Cengage Learning.

Digital Marketing

MM214 **3-1-0-4**

Course Objective

Digital marketing course has been designed in such a way as it helps the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. Developing a successful digital marketing model is both an art and science.

Course Content

Introduction: Now and before of digital marketing - digital marketing for the 21st century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog. **[9]**

Concepts of Digital Marketing: Search engine optimization marketing, Online advertisement, Affiliate, Social media, Analytics. Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices. **[10]**

Digital Marketing Management: Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel. Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Online press releases, Online newspaper, magazine ads, Google, Yahoo news. **[10]**

Social Media Marketing: Introduction to social media, Examples of social media, Uses of social media, How companies use social media, Impact of social media in search Benefits of social media: Case studies of social media, SEO for social media, How to get started in social media. Social media profile creation and optimization. Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience Effective Ads: Calculating ROI, Budget, How to choose your ad partner, Blogging for businesses Creative's & Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation. How Face book advertisement works: The 3 Rs – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Face book Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions You Tube: You Tube branding, You Tube Ads, Getting started guide **[10]**

Text Books

1. Chaffey, D., Ellis-Chadwick, E., Johnston, K. and Mayer, R. (2000) "*Internet Marketing: Strategy, Implementation and Practice*", UK: Pearson Education.
2. Gay, Richard; Charlesworth, Alan and Esen, Rita (2007) "*Online Marketing: A Customer-led Approach*", New Delhi: Oxford University Press.

References Books

1. Evans, D. and Bratton, S. (2008). *Social Media Marketing: An Hour a Day*, Second Edition, Wiley.
2. Evans, D. and Bratton, S. (2010). *Social Media Marketing: The Next Generation of Business Engagement*. Wiley.

Rural Marketing

MM224 **3-1-0-4**

Rural markets represent a substantial portion of the Indian market. Despite of huge potential, rural markets have been traditionally ignored by most multinationals from advanced countries, as well as by local large-scale manufacturers of packaged products.

The course introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population. It covers aspects like relevance and scope of rural market in India, the prevailing environment, the dynamic behavior of rural consumers, rural markets research, and rural market segmentation and targeting. It also goes in details for explaining the product strategy adopted by the companies for rural market, pricing strategy and rural distribution including traditional and modern channels.

Objectives:

- The objective of this course is to develop understanding of issues in rural markets.
- To explore the Special Areas in Rural Marketing Environment and to learn nuances of rural markets to design effective strategies
- To enhance deeper understanding of rural consumer behavior and to develop the rural marketing mix.

Course Contents

Introduction to rural marketing: Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size and Rural Infrastructure. ***Rural Marketing Opportunities*:** Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers **[6]**

Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Opinion Leaders influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption **[4]**

Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research. **[6]**

Selecting and Attracting Markets: Concepts and process for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Cases in FMCG, consumer durables, Financial Services, Agricultural inputs and Cottage Industries in Rural areas. **[4]**

Product Strategy for rural markets: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes. **[5]**

Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing **[5]**

strategy – the affordability challenge, rural versus urban, needs integrated approach, pricing for the quality conscious segment, value conscious segment and price conscious segment , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle .

Distribution Strategy: and Rural Retailing: The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing. The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers. **[5]**

Challenges for Rural Communication: Massage & Media for Rural Communication Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising. **[4]**

Text :

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson 2/ed. (2012)

References:

1. Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers.
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

Retail Management

MM234 **3-1-0-4**

Retail Management examines one of the most important and dynamic sectors in contemporary industrial nations. The course provides an overview of retailing from a marketing and managerial perspective and examines the development, characteristics, and frontiers of the retail industry from a local and global perspective. The main objective is to provide the learner with an overview of the retail industry, concepts and processes and an opportunity to understand the areas of accountability for a Retail Manager

Objectives:

- Learn about the ever-changing retail landscape Become familiar with how the retail industry works and understand the areas of accountability for retail management
- Understand the general concepts of merchandising. Understand store layout by department, including flow and adjacencies
- Explain how to read and execute a planogram to maximize sales e. Understand the impact of visual merchandising
- Understand the standards of quality service, and how service impacts Understand floor recovery strategies and methods

Introduction to retailing: What is retailing, Social and economic significance of retailing, Structure of retailing and distribution, Opportunities in retailing, Indian vs. Global Scenario **[4]**

Types of retailer: Store & Non Store Retailing –-Franchising- Unconventional channels Retailer characteristics, Food retailers, General merchandise retailers, Service retailing, Types of ownership, Retail channels, Benefits offered by retail channels, Challenges of effective multichannel retailing **[4]**

Retail buying behavior and Retailing Strategy: The buying process, Types of buying decisions, Social factors influencing the buying process Retail market strategy, Target market and retail formats, Growth strategies, Global growth opportunities **[6]**

Financial strategy and retail locations: Financial objectives and goals, Strategic profit model, Analysis of financial strength, Setting and measuring performance, Types of locations, other locations opportunities, Location and retail strategy, Legal considerations, Evaluating specific areas for locations, Evaluating a site for locating a retail store, Trade area characteristics, Estimating potential sales for a store site, Negotiating lease. **[6]**

Human Resource Management: Objectives of Human Resource Management, Issues in retail human resource, designing the organization structure for retail firm, Store management responsibilities, recruiting and selecting employees, Motivating and managing store employees, Evaluating store employees and providing feedback, Compensating and rewarding store employees, Managing diversity, Legal issues in Human Resource **[4]**

Merchandise management: Merchandise management overview, forecasting sales, Developing an assortment plan, Setting inventory and product availability levels, Establishing a control system for managing inventory, Allocating merchandise to stores, Analyzing merchandise management performance, Developing and sourcing private label merchandise, Negotiating with vendors **[5]**

Retail pricing and communication mix: Pricing strategies, Consideration in setting retail prices, Pricing techniques for increasing sales and profits, Legal and ethical pricing issues, Communication programs to develop brand images and build customer loyalty, Methods of communicating with customers, planning the retail communication program **[4]**

Store Management: Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery. **[4]**

Information system in retailing: Creating strategic advantage through supply chain and information system, the flow of information and products in supply chain. **[2]**

Text Books

1. Retailing management by Michael Levy Barton Weitz Ajay Pandit, M. G.Hills, 8th Edition (2012)
2. Retailing Management by Swapana Pradhan, M. G.Hills, 4th Edition (2012)

References:

1. Integrated retail management by James R. Odgen Denise T. Ogden, Bizantra, 2nd Editio
2. Managing retailing by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Oxford University Press, India, 2nd Edition (2012)
3. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press

Strategic Brand Management

MM244 **3-1-0-4**

Course Objective

This course aims to develop students' understanding of the importance of brand equity as well as how to build, measure, and manage brand equity. It will cover topics in the utilities of branding, steps/process of building brands, methods of measuring brand equity, ways to leverage brand equity, strategies in managing brand portfolios, and management of brands over time, geographic boundaries, and market segments.

Course Content

Introduction: Understanding the role of the Brand Manager, how it has evolved over time, key variables to be managed and the key deliverables. **[5]**

Brand and Brand Management: Commodities Vs Brands, The role of brands, Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, General Management success and Brand success, Understanding the impact technology has had on the marketing landscape and the way the management of a brand is progressively being shaped by a new and active participant – the consumer. **[9]**

The brand equity concept: Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image. Brand Vision, Brand Objectives. Choosing brand Elements, Brand Leveraging and Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement, **[9]**

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing and Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Rejuvenation and Re-launch. **[8]**

Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation, Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis. Define public relations, Identify the differences among advertising, publicity, press agency and PR. PR & its role in organizations. Examine the different publics of an organization **[8]**

Text Books

1. Keller, K.L., Parameswaran, M.G. and Jacob, I. (2013), "*Strategic Brand Management: Building, Measuring and Managing Brand Equity*", 3rd Edition, New Delhi: Pearson Education.
2. Kapferer, J.N. (2012), "*The New Strategic Brand Management: Advanced Insights and Strategic Thinking*", 5th Edition, New Delhi: Kogan Page.

Reference Books

1. Keller, K.L. (2008), "*Best Practice Cases in Branding: Lessons from the World's Strongest Brands*", 3rd Edition, New Delhi: Pearson Education.
2. Sengupta, S. (2005), "*Brand Positioning: Strategies for Competitive Advantage*", 2nd Edition, New Delhi: McGraw Hill Education.
3. Richard, E. and Percy, L. (2007), "Strategic Brand Management", New Delhi: Oxford University Press.

OMNI-CHANNEL RETAILING

RM 204 **3-1-0-4**

We no longer only buy products or experience services in physical spaces. We now often buy in-store and online using a laptop, a phone and even a watch. This course demystifies the omnichannel experience, and explores how omnichannel retail and supply chains have changed the production and consumption experience for both enterprises and consumers.

Objectives:

- To analyze the framework of omni channel retailers.
- To examine the elements involved in omni channel security.
- To study the elements involved in omni channel social media.
- To assess the omni channel strategies and tactics of retailers.

Introduction

From multi-channel to omni-channel retailing, The rise of social commerce and marketing and their integration with brick-and-mortar shops, Cutting edge technology applications in omni-channel retailing **[13]**

Retail and Marketing Management Focus

Case studies of best practices of mobile and social commerce retailing, Omni-channel merchandising and planning, Logistics management in omni-channel retailing, Creative approaches to explore new customer value and experience **[13]**

Technology Management Focus

Design, development, and implementation of mobile and social media applications for omni-channel fashion retailing and marketing, Big data analysis of consumer behaviour in mobile and social media channels **[13]**

Text:

Debra Zahay, Mary-Lou Roberts (2013). Internet Marketing: Integrating Online and Offline Strategies (3nd Ed.). Cengage Learning.

Reference:

James Topps and Glenn Taylor, Managing the Retail Supply Chain, 1sr Edition (2018), Kogan Page.

MALL MANAGEMENT

RM 214 **3-1-0-4**

The course contents provide a detailed outline of Malls and its design and retail components. Special emphasis is given to the practical aspects. The objective of the course is to impart skills necessary for taking up positions in Mall administration.

Objectives:

- To comprehend the mall architecture and mall project handling
- To analyse the factors while selecting the mall locations and identify the catchment areas

Introduction

Concept of shopping mall, Growth of malls in India, Mall positioning strategies, Strategic planning for malls. **[9]**

Aspect in Mall Management

Concepts in mall design, Factors influencing malls' establishment, Recovery management, Aspect in finance, Human resources, Security and accounting, Legal compliances and issues, Measuring mall performance. **[10]**

Mall Operations

Store allocation, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management. **[10]**

Tenant Management

Selection of anchor tenant, Tenant mix, Types of retail formats, Multiplexes, Food courts, Branded stores, Specialty stores, Hypermarkets, Supermarkets, Mall resource allocation, Owner-tenant relationship. **[10]**

Text:

Levy, M., Weitz, B. & Grewal, D. (2019) "Retailing Management," ,10th edition, McGraw-Hill.

INTERNATIONAL RETAILING

RM 224 **3-1-0-4**

The course introduces the student to the various aspects of international retailing and trends with the principle objective of developing skills in the identification, analysis and solution of the problems encountered in the theories and practice of international retailing abroad and its subsequent effects in India.

Objectives:

- To analyze retail opportunities or problems globally using trading area analysis, site selection procedures, merchandise management & planning and marketing research techniques
- To apply adaptations to the marketing mix to meet the needs of retail environment in different countries

Course Contents

International Retail management- an Introduction: Retailing within an international context The nature and scope of Retailer Internationalization Push and Pull factors of Retailer Internationalization Global marketing mix in retail context International Retail organization formats Retail Internationalization Theories Web, Nonstore-Based, and Other Forms of Nontraditional Retailing **[7]**

International Retail Environment: Assessing the International Economic, Political ,Legal and Social Environment Market Selection Market Entry Methods- Flagship Stores, Organic Growth, M&A, Franchising, JVs, Concessions, Exporting and Wholesaling, Internet Relationship between Market Selection and Market Entry International Market De-Entry: Divestments and Withdrawals **[7]**

Location and Layout decisions: Retail Location and layout decisions Retail Location Theories Reilly's law and Huffs model of trading area analysis Index of Retail Saturation **[6]**

Retail Store Design & Visual Merchandising: The relationship between store image and store design Components of exterior and interior Important considerations for selecting layout Visual merchandising in retail Planning and merchandising process Developing Merchandise Plans Implementing Merchandise Plans Financial Merchandise Management Employee Management in Retail Network **[8]**

Retail Logistics: Retail Supply Chain Management: Theoretical Perspectives Differences in logistics 'culture' in International Markets Consumer Choice and Retail formats Logistics cost Structures The Internationalization of Logistics Practice Strategic sourcing and procurement Cross docking **[6]**

Role of technology In Global Retailing Business: E-tailing, Pure click retailing, Role of RFID technology in retailing, Business Intelligence Tools for Retail Role of Information Technology in International Retail **[5]**

Text:

Berman B., Evans J. (2007) Retail Management: a Strategic Approach. 10th ed. Prentice Hall.

RETAIL ANALYTICS

RM 234 **3-1-0-4**

Retail analytics is the process of providing analytical data on inventory levels, supply chain movement, consumer demand, sales, etc. that are crucial for making marketing, and procurement decisions.

Objectives:

- To understand the basic functions involved in running a retail business, and the concepts and principles necessary for decision-making in a retail firm
- To analyze historical and current trends affecting retailing sector.
- To understand the determinants and characteristics of consumer-level and market-level demand, and of pricing.
- To analyze location and franchising decisions from a strategic perspective.

Introduction to Analytics: Key concepts of analytics, Simple yet powerful techniques, Draw insights from data, Where the analytics use, Some real time examples **[7]**

Understanding difference between Analysis and Reporting: Analysis versus Reporting, Basic and Advance Analytics, Conducting an Analysis- Things to consider, Building an Analytic Team **[8]**

Analytical Approaches and Tools: The evolution of Analytic Approaches, The evolution of Analytic Tools, Categories of Analytic Tools, Some popular Analytical Tools (R/SPSS/SAS),Comparison between Analytical Tools **[8]**

The Role of Analytics in Retail sector: A Brief History of the Evolution of Analytics, Why Retail Analytics is a business necessity, How Retailers Harness the Power of Retail Data Analytics, How Analytical Software Solutions Support Data-Driven Decisions **[8]**

Strategy for Generating the Business using Retail Analytics: Identify markets and designing Propositions, Reading Retail Profit and loss, Key Retail Functions - Real Estate, Buying, Distributed, Store Design, Store Operation **[8]**

Text:

Levy, M., Weitz, B. & Grewal, D. (2019) "Retailing Management," ,10th edition, McGraw-Hill.

Global Supply Chain Management

SC204 **3-1-0-4**

Course Objective

The global supply chain management development course is designed to facilitate the development of skills for practical problem-solving approach to complex areas of supply chain. It guides through and helps explore and learn various themes of global supply chains along with practical implementation.

This course will enable participants to obtain good hands on experience with exposure to different learning tools used in the SCM domain. This course attempts to explore core aspects of SCM in global context like SC design optimization, policy of vendor selection, SC logistics, risk management and also touches on contemporary and evolving aspects of SC analytics, digital SC etc. The course objective is to enhance problem-solving ability of SC practitioners in complex, uncertain dynamic global marketplace.

Course Content

Global Supply Chain Strategic Perspective: Insight into Global Trade and Global Supply Chains, Global Operations Strategy, Market Entry Modes and Global Market Development, Global Supply Chain Finance, Best Practices in Managing Supply Chain **[08]**

Network Design of Global Supply Chains: Network Flow Models, Supply Chain Network Design and Optimization, Advanced Modelling of Supply Chain Network **[08]**

Forecasting Demand and Procurement: Demand Forecasting Tools and Techniques, Strategic Make or Buy Decision in Global Context, Global Supply Chain Purchasing Strategies, Supplier Selection, Global Sourcing and Procurement Optimization, Supplier Risk Management **[08]**

Global Supply Chain Logistics: Logistics Infrastructure, Global Trade Logistics, Warehousing Networks, Global Trends in Packaging and Material Handling, Containerization, Intermodal Transportation, Supply Chain Security Issues, International Trade Contracts, Financing Global Trade and Insurance Issues, Commercial Documents, Letter of Credit, Customs Clearance and EDI, International Trade Practices **[07]**

Contemporary Issues in Global Supply Chain: Supply Chain Analytics and its Application, Digital Transformation of Supply Chain, Global Production Networks, Supply Chain Sustainability, Performance Benchmarks for Competitive Advantage **[08]**

Suggested Readings:

N.Viswanadham and S.Kameshwaran, "*Ecosystem Aware Global Supply Chain Management*," World Scientific Publishing

Alan E. Branc., "*Global Supply Chain Management and International Logistics*," Routledge

Supply Chain Analytics

SC214 **3-1-0-4**

Course Objective

In present time of intense global competition, customers are demanding more and more variety, with better quality and service at lowest cost. This means that in order to be successful, firms need to develop supply chain strategies and logistical capabilities that serve the needs of their customers whilst maximizing overall profitability. All supply chains, in order to function properly, must focus on the huge opportunity that exists in their analytics.

Course Content

Introduction to Supply Chain Analytics: Definition, relevance and scope Supply Chain Analytics, recent trends in Supply Chain Analytics **[06]**

Context of today's Supply Chains Analytics: Understanding and defining the supply chain analytics (SCA), Revisions of Basic Lessons of Supply Chain Management, Why is Analytics Important in a supply chain?, Relating Operations Management with Supply chain concepts with SC Analytics, The importance of supply chain analytics in the flows involving material, money, information and ownership. **[07]**

Supply chain analytics: Key issues in supply chain analytics, What involves in supply chain analytics, Concept of Descriptive Analytics in a Supply Chain, Supply Chains Analytics applications in India, Decision Domains in in supply chain analytics **[07]**

Overview of Supply Chain Models and Modelling Systems: Descriptive models, Optimization modes, Off-the shelf modelling system (SLIM), Supply chain operations reference model (SCOR), The network KEIRETSU, Nature-Inspired Intelligence in Supply Chain Management **[07]**

Application of Supply Chain Models: A Calibration Model Establishes Position and Performance Gap, Models for Purchasing, Procurement, and Strategic Sourcing, Logistics Models, from Manufacturing to Accepted Delivery, Models for Forecasting, Demand Management, and Capacity Planning, Models for Order Management and Inventory Management' Models for Sales and Operations Planning, Advanced Planning and Scheduling Models, Models for Supplier Relationship Management, Models for Customer Relationship Management, Models for Collaborative Design and Manufacturing, Collaborative Planning, Forecasting, and Replenishment Models **[12]**

Suggested Reading:

Chopra S. and Meindl P., *"Supply Chain Management: Strategy, Planning and Operation*," 5th Edition, Pearson Education, USA.

Supply Chain Risk Management

SC224 **3-1-0-4**

Course Objective

In today's global economy, operating risks are increasingly on the minds of executives. The specific context of operating risk can range from general areas of business continuity to the effects of natural disasters. In this course, you will gain a solid understanding of supply chain risk management principles, including effective ways to identify, mitigate, and measure the impact of potential supply chain disruptions.

Course Contents

Introduction to Risk Management: Meaning, Scope, Objectives, Difference between crisis management and supply chain risk management, Why supply chain risk management activities require enterprise wide participation. **[6]**

Risk Classification: Definition and meaning, Strategic, Operational and Tactical, Compliance, Financial. **[6]**

Fundamental Statistical Concept behind Operational and Tactical Risk Management: Elaboration and practices **[5]**

Operating Characteristic Curves and their use in Supplier Risk Management **[5]**

Approaches to Handling Operational Risk: 4 Steps – How To Reduce Operational Risk, Managing Equipment Failures, Keep Strong Business to Business Relationships, Having Adequate Insurance, Know the Regulations. **[6]**

Handling Political and Currency Risk: Insurance, Control Procedures, Ongoing Basis, Macro and a Micro Political Risk Environment, Diversify Political risks. **[4]**

Project plan preparation incorporating risk management principles **[4]**

Negotiation principles and good contract management as risk mitigation strategies **[3]**

Text

1. John Manners Bell, Supply Chain Risk Management, 2nd Edition, Kogan Page Ltd.

Reference:

1. Ken Sigler, Dan Shoemaker, Anne Kohnke, Supply Chain Risk Management (2017), Auerbach Publications.

SESSION
2017-2018

Syllabus

Bachelor of Commerce (Honours)
(w.e.f. 2017)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

REVISED

Bachelor of Commerce (Honours)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

Objective:

The undergraduate programme in commerce is structured to impart analytical skills and intellectual advancement to understand the complexities in the working of the present scenario. It seeks to expose the students to various concepts in economics, finance, accounts and research and encourage them to uphold logical integrity and objectivity in professional endeavours. The course provides a sound theoretical basis in finance and accounts theory supplemented by practical applications of theories. The course in statistics and business mathematics is developed to enable the students to lay a strong foundation in those areas of research that is frequently used to understand the various concepts of finance and accounting theory. The objective of statistics course is to cultivate statistical thinking among students by acquainting them with various statistical methods and their application in different fields of commerce.

The first batch of the programme in MUST is proposed to be admitted in the session 2017-2018.

Input Qualification:

Candidate should have passed 10+2 from a recognized board with at least 50% marks and having proficiency in English.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

B. Com. (Hons.)
Three-Year Programme
Academic Curriculum (2017-18 onwards)
First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Autumn Semester	**Core Courses**										
	BC 111	Financial Accounting	3	-	-	3	3	15	10	25	50
	BC 121	Business Laws	3	-	-	3	3	15	10	25	50
	BC 131	Business Statistics	3	-	-	3	3	15	10	25	50
	BC 141	Management Principles & Applications	3	-	-	3	3	15	10	25	50
	Ability Enhancement Compulsory Courses										
	MDC 003	Environmental Studies	3	1	-	4	3	15	10	25	50
	Generic Course										
	BC 151	Microeconomics	3	-	-	3	3	15	10	25	50
		Sub Total	**18**	**1**	**-**	**19**					
	GE 103	Proficiency (Non-Credit) #				1					

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Spring Semester	**Core Courses**										
	BC 112	Organisational Behaviour	3	-	-	3	3	15	10	25	50
	BC 122	Corporate Laws	3	-	-	3	3	15	10	25	50
	BC 132	Advanced Financial Accounting	3	-	-	3	3	15	10	25	50
	BC 142	Advanced Business Statistics	3	-	-	3	3	15	10	25	50
	Ability Enhancement Compulsory Courses										
	BC 152	Business Communication	3	-	-	3	3	15	10	25	50
	Generic Course										
	BC 162	Macroeconomics	3	-	-	3	3	15	10	25	50
		Sub Total	**18**	**-**	**-**	**18**					
	GE 104	Proficiency (Non-Credit) #				1					

B. Com. (Hons.)
Three-Year Programme
Academic Curriculum (2017-18 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Autumn Semester	**Core Courses**										
	BC 211	Income Tax Laws	4	-	-	4	3	15	10	25	50
	BC 221	Business Mathematics	4	-	-	4	3	15	10	25	50
	BC 231	Human Resource Management	3	-	-	3	3	15	10	25	50
	BC 241	Cost Accounting	3	-	-	3	3	15	10	25	50
	Skill Enhancement Compulsory Courses										
		Foreign Language-I[#]	3	-	-	3	3	15	10	25	50
		Mody University Elective	3	-	-	3	3	20	-	-	80
	Generic Course										
	BC 251	Principles of Insurance	3	-	-	3	3	15	10	25	50
		Sub Total	**23**	**0**	**0**	**23**					
	GE 203	Proficiency (Non-Credit) [#]				1					

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Spring Semester	**Core Courses**										
	BC 212	Indirect Tax Laws	3	-	-	3	3	15	10	25	50
	BC 222	Corporate Accounting	4	-	-	4	3	15	10	25	50
	BC 232	Management Accounting	3	-	-	3	3	15	10	25	50
	BC 242	Computer Applications in Business	3	-	-	3	3	15	10	25	50
	Skill Enhancement Course										
		Foreign Language-II[#]	3	-	-	3	3	15	10	25	50
		Mody University Elective	3	-	-	3	3	20	-	-	80
	Generic Course										
	BC 252	Investing in Stock Markets	3	-	-	3	3	15	10	25	50
		Sub Total	**22**	**0**	**0**	**22**					
	GE 204	Proficiency (Non-Credit) [#]				1					

B. Com. (Hons.)
Three-Year Programme
Academic Curriculum (2017-18 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Autumn Semester	BC 311	Principles of Marketing	3	-	-	3	3	15	10	25	50
	BC 321	Financial Management	3	-	-	3	3	15	10	25	50
	BC 331	Industrial Laws	3	-	-	3	3	15	10	25	50
	BC 341	Financial Markets, Institutions and Services	3	-	-	3	3	15	10	25	50
	BC 351	Operation research	4	-	-	4	3	15	10	25	50
	BC 361	Entrepreneurship	3	-	-	3		15	10	25	50
		Sub Total	**19**	**-**	**-**	**19**					
	GE 303	Proficiency (Non-Credit) #				1					

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Spring Semester	BC 312	Auditing and Assurance	3	-	-	3	3	15	10	25	50
	BC 322	Financial Analysis and Reporting	3	-	-	3	3	15	10	25	50
	BC 332	Business Ethics & Corporate Governance	3	-	-	3	3	15	10	25	50
	BC 342	Fundamentals of Investment	3	-	-	3	3	15	10	25	50
	BC 352	Project Management	3	-	-	3	3	15	10	25	50
	BC 362	**Dissertation** **	-	-	-	6	3				100
		Sub Total	**15**	**-**	**-**	**21**					
		Total Credits	**115**	**1**	**-**	**122**					
	GE 306	Proficiency (Non-Credit) #				1					

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE*** *: End Term Examination*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***Evaluation of Dissertation would comprise of Report and Viva-voce.*

FIRST YEAR
AUTUMN SEMESTER
(Semester – I)

BC 111 **Financial Accounting** **3-0-0-3**

Course Objective

To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only). [12]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers. [08]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance. [08]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment. [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 121 **Business Laws** **3-0-0-3**

Course Objective

The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.

Course Content

The Indian Contract Act, 1872: Contract – meaning, characteristics and kinds; Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects; Void agreements; Discharge of contract – modes of discharge including breach and its remedies; Contingent contracts; Quasi – contracts; Contract of Indemnity and Guarantee; Contract of Bailment; Contract. [14]

The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell; Conditions and warranties; Transfer of ownership in goods including sale by non-owners; Performance of contract of sale; Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer. [06]

The Limited Liability Partnership Act, 2008: Salient Features of LLP; Difference between LLP and Partnership, LLP and Company; LLP Agreement; Nature of LLP; Partners and Designated Partners; Incorporation Document; Incorporation by Registration, Registered office of LLP and change therein; Change of name; Partners and their Relations; Extent and limitation of liability of LLP and partners; Whistle blowing; Taxation of LLP; Conversion of LLP; Winding up and dissolution. [12]

The Information Technology Act 2000: Definitions under the Act; Digital signature; Electronic governance; Attribution, acknowledgement and dispatch of electronic records; Regulation of certifying authorities; Digital signatures certificates; Duties of subscribers; Penalties and adjudication; Appellate Tribunal; Offences. [07]

Text Books

1. Tulsian, P.C, "*Business Law"*, McGraw Hill, New Delhi.
2. Lee Reach, "*Business Laws"*, Oxford University Press, UK.

References:

1. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
2. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.
3. Kuchhal. M.C., "*Business Law*", Vikas Publishing House, New Delhi
4. *Information Technology Rules 2000 with Information Technology Act 2000*, Taxmann Publications Pvt. Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BC 131 **Business Statistics** **3-0-0-3**

Course Objective

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making.

Course Content

Introduction to Statistics: Meaning, Definition, Scope, uses and limitations of statistics, Collection of primary and secondary data, Classification and tabulation of data, Graphs of frequency distribution and Curves. **Measures of Central Tendency** - arithmetic mean, geometric mean and harmonic mean. Median and Mode (and other partition values including quartiles, deciles, and percentiles). [10]

Measures of Dispersion: absolute and relative, Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance. **Moments** - Calculation and significance,Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis. [09]

Correlation Analysis - Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; Rank Correlation **Regression Analysis** - Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression. [13]

Index Numbers: Meaning and uses of index numbers. Construction of index numbers: fixed and chain base: univariate and composite. Aggregative and average of relatives – simple and weighted, Tests of adequacy of index numbers, Base shifting, splicing and deflating, Problems in the construction of index numbers, Construction of consumer price indices. Important share price indices, including BSE SENSEX and NSE NIFTY [07]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hill New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods",* Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business",* Cengage Learning.

Note: Latest edition of text book and references must be used.

BC 141 **Management Principles & Applications** **3-0-0-3**

Course Objective

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Content

Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management. [08]

Planning: Types of Plan, Objectives of Planning, Planning process, SWOT, **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making. [12]

Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing. [12]

Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control. [07]

Text Books

1. Koontz, H. and Weihrich, H. *Essentials of Management*, Pearson Education.
2. Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi

References:

1. Luthans, F., "*Introduction to Management",* McGraw Hill.
2. Robbins, S. and Coulter, M.*Management,* Pearson Education.
3. Drucker P. F., *Practice of Management*, Mercury Books, London.
4. Griffin, R.W.,*Management Principles and Application*, Cengage Learning
5. Louis, A.Allen: Management and Organization; Mc Graw Hill, Tokyo.

Note: Latest edition of text book and references must be used.

MDC 003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:

i) Cultural Basics of our Environmental Crisis:
ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:

i) What has posterity ever done for me?
ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides.

Suggested Case Studies:

i) The tragedy of commons:
ii) We all live in Bhopal
iii) The Silent Spring; [06]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India.

Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply

[06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.
Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it.

[06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
e. **Judicial activism**

[11]

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

[04]

Text Books

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001)
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004)

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015)
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986)
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973)
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987)
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992)
7. Lester Brown, Christofer Favin, Sandra Postel, Vision of a Sustainable World, The Worldwatch Reader, Ed Lester R. Brown New York (1991)
8. W.P. Pruden and S.H. Anderson, Environmental Sciences, Charles. E., Meredith Publication, NY, USA(1983)

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

BC 151 **Microeconomics** **3-0-0-3**

Course Objective

To acquaint the students with the concepts of microeconomics dealing with consumer behaviour and producer behaviour and also understand the behaviour of firms under different market structures.

Course Content

Consumer Behaviour and Elasticity of Demand: Basic demand and supply analysis; Elasticity of demand: price, income and cross elasticity, point elasticity and arc elasticity, marginal revenue, average revenue and price elasticity of demand; Ordinal utility analysis of consumer behaviour: Budget line and indifference curve, consumer equilibrium. Income consumption curve and Engel curve, Price consumption curve and derivation of demand curve, Income and Substitution Effects of a price change; Consumers' Surplus; Revealed Preference theory. [08]

Production and Cost: Total, average and marginal product curves, Three stages of production, Production isoquants, marginal rate of technical substitution, economic region of production, Isocost lines, optimal combination of resources, the expansion path, returns to scale; **Cost of Production** - Concept of explicit costs, implicit costs and opportunity costs of production, derivation of short run and long run cost curves. Economies and Diseconomies of scale and the shape to the long run average cost. Learning curve and economies of scope. [12]

Perfect Competition: Assumptions, Equilibrium of the firm and the industry in the short run, Supply curve of firm and industry in the long run. Consumers' and Producers' Surplus and the efficiency of perfect competition. Welfare effects of an excise tax. [06]

Imperfect Competition: Monopolistic competition - price and output decision in the short run and long run, monopolistic competition and economic efficiency.

Monopoly: Monopoly short run and long run equilibrium. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. Comparison of pure competition and monopoly and the social costs of monopoly power including deadweight loss. Degree of price discrimination.

Oligopoly and Interdependence: Cournot's duopoly model (with reaction curves), kinked demand curve model, dominant firm price-leadership model, centralized cartels. Prisoners' Dilemma. [13]

Text Books

1. Dwivedi, D. N., " *Principles of Economics*", Vikas Publishing House New Delhi.
2. Deepashree, "*Microeconomics-Theory & Applications"*, Mc Graw Hill, New Delhi.

References:

1. Salvatore, Dominick, "*Principles of Microeconomics"*, Oxford International Student Edition.
2. Gould, J.P., and Lazear, E.P., "*Microeconomic Theory"*, All India Traveller Bookseller, New Delhi.
3. Pindyck, R.S., D. L. Rubinfeld and Mehta, P. L., "*Microeconomics"*, Pearson Education.
4. Koutsoyiannis A., "*Modern micro-economics*", Macmillan New Delhi.
5. Stigler, G., "*The Theory of price*", Prentice Hall Of India, New Delhi.
6. Jhingan M.L., "*Micro Economic Theory*", Vrinda Publications Pvt. Ltd., Delhi.

Note: Latest edition of text book and references must be used.

FIRST YEAR
SPRING SEMESTER
(Semester – II)

BC 112 **Organisational Behaviour** **3-0-0-3**

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content

Introduction: Organisational Theories - Classical, Neo-classical and Contemporary. Organisational Behaviour: concepts, determinants, challenges and Formal and Informal structures; Flat and Tall structures. Opportunities of OB. Contributing disciplines of OB. Organizational Behaviour Models. **Individual Behaviour:** Personality- Type A and B, Big Five personality types, Factors influencing personality; **Values and Attitudes**- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes, measurement of attitude; **Learning** - Concept and Learning theories and reinforcement, Schedules of reinforcement; **Perception and Emotions**- Concept, Perceptual process, Importance, Factors influencing perception, perceptual errors and distortions, Emotional Intelligence. [15]

Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making. Nominal group technique and Delphi technique. Communication and Feedback, Models of Communication. Transactional Analysis, Johari Window. [05]

Motivation: Meaning and Importance of motivation, Theories- Vroom's Valence - Expectancy Theory, Intrinsic motivation by Ken Thomas .Behaviour modification, Motivation and organisational effectiveness, Measurement of motivation using standard questionnaire; **Leadership, Power and Conflict:** Concept and theories, Styles of leadership, Behavioural approach, Situational approach, Leadership effectiveness. Power and conflict. Bases of power, power tactics; Sources of conflict, Conflict Resolution Strategies. [11]

Dynamics of Organisational Behaviour: Organisational Culture and climate- Concept and determinants of organisational culture. Developing Organizational culture. Organisational change- Importance, Stability vs. Change, Proactive vs Reaction Change, Change Process, Managing Change. Individual and organisational factors to stress; Work Stressors, Consequences of stress on individual and organization; Prevention and Management of stress. [08]

Text Books

1. Stephen P. Robbins, Timothy A. Judge, and Vohra Neharika (2017), *"Organizational Behavior"*, 16th Edition, New Delhi, Pearson Education.
2. John W. Slocum and Don Hellriegel (2007), Fundamentals of Organizational Behavior", 1st Edition, New Delhi, Thomson.

References:

1. Fred Luthans (2013), *"Organizational Behavior-An Evidence-Based Approach"*, 12th Edition, New Delhi, McGraw Hill.
2. Margie Parikh and Rajen Gupta (2010), *"Organizational Behavior", 1st Edition*, New Delhi, McGraw Hill.
3. Udai Pareek and Sushama Khanna (2011), *"Understanding Organizational Behavior"*, 3rd Edition, New Delhi, Oxford University Press.

Note: Latest edition of text book and references must be used.

BC 122 **Corporate Laws** **3-0-0-3**

Course Objective

To impart basic knowledge of the provisions of the Companies Act 2013 and the Depositories Act, 1996. Case studies involving issues in corporate laws are required to be discussed.

Course Content

Introduction: Administration of Company Law [including National Company Law Tribunal (NCLT), Appellate Tribunal (NCLAT), Special Courts; characteristics of a company; common seal; lifting of corporate veil; types of companies including private and public company, government company, foreign company, one person company, small company, associate company, dormant company, producer company; association not for profit; illegal association; formation of company, promoters and their legal position, pre incorporation contract and provisional contracts; on-line registration of a company. [10]

Documents: Memorandum of association and its alteration, articles of association and its alteration, doctrine of constructive notice and indoor management, prospectus, shelf prospectus and red herring prospectus, misstatement in a prospectus; GDR; book building; issue, allotment and forfeiture of shares, calls on shares; public offer and private placement; issue of sweat capital; employee stock options; issue of bonus shares; transmission of shares, buyback and provisions regarding buyback; share certificate; D-Mat system; membership of a company. [10]

Management and Meetings: Classification of directors, additional, alternate and adhoc director; women directors, independent director, small shareholders' director; director identity number (DIN); appointment, who can appoint a director, disqualifications, removal of directors; legal position, powers and duties; key managerial personnel, managing director, manager; meetings of shareholders and board; types of meeting, convening and conduct of meetings, requisites of a valid meeting; postal ballot, meeting through video conferencing, e-voting; committees of board of directors – audit committee, nomination and remuneration committee, stakeholders relationship committee, corporate social responsibility committee; prohibition of insider trading. [12]

Dividends, Accounts, Audit: Provisions relating to payment of dividend, provisions relating to books of account, provisions relating to audit, auditors' appointment, rotation of auditors, auditors' report, secretarial standards and secretarial audit; on-line filing of documents, winding up - concept and modes of winding up.

The Depositories Act 1996: Definitions; rights and obligations of depositories; participants, issuers and beneficial owners; inquiry and inspections, penalties. [07]

Text Books

1. Majumdar, A.K., and G.K. Kapoor, "*Company Law and Practice*", Taxmann, New Delhi.
2. *Companies Act and Corporate Laws*, Bharat Law House Pvt Ltd, New Delhi.

References:

1. Gowar, LCB, *Principles of Modern Company Law*, Stevens & Sons, London.
2. Ramaiya, *A Guide to Companies Act*, LexisNexis Buttersworth wadhwa.
3. Hanningan, Brenda, *Company Law*, Oxford University Press, U.K.
4. The Depositories Act, 1996.

Note: Latest edition of text book and references must be used.

BC 132 **Advanced Financial Accounting** **3-0-0-3**

Course Objective

To acquire conceptual and practical knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Accounting for Hire Purchase and Installment System: Calculation of interest ,partial and full repossession, Hire purchase trading (total cash price basis), stock and debtors system; Concepts of Lease - Operating and Financial lease (theory only). **Accounting for Branches:** Concept of dependent branches; accounting aspects; debtors system, stock and debtors system, branch final accounts system and whole sale basis system, Independent branches; Concept-accounting treatment: important adjustment entries and preparation of consolidated profit and loss account and balance sheet. [15]

Accounting for Dissolution of the Partnership Firm: Accounting of Dissolution of the Partnership Firm including Insolvency of partners, sale to a limited company and piecemeal distribution. [05]

Departmental Accounts: Meaning and purpose, allocation of expenses, inter-departmental transfers. [08]

Royalty: Meaning and features**,** Types- Mining, Patent & Copyright**,** Minimum or dead rent, Short-workings and Excess-workings, Royalties receivable and Sublease. **Financial Statements for Not-for-Profit Organisations** [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 142 **Advanced Business Statistics** **3-0-0-3**

Course Objective

To equip the students with statistical techniques applicable to the solutions of business problems. The emphasis will be on applications of concepts and tools to various business related problems and gain understanding of statistical techniques.

Course Content

Time Series Analysis: Time Series Data; Components of time series. Additive and multiplicative models; Trend analysis. Fitting of trend line using principle of least squares – linear, second degree parabola and exponential. Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa; Moving averages; Seasonal variations- Calculation of Seasonal Indices using Simple averages, Ratio-to- trend, and Ratio-to-moving averages methods. **Permutations and Combinations:** Meaning and applications. [12]

Probability: Theory of Probability. Approaches to the calculation of probability, Calculation of event probabilities. Addition and multiplication laws of probability (Proof not required), Conditional probability and Bayes' Theorem (Proof not required), Mathematical Expectation and variance of a random variable. [08]

Probability distributions:

(a) Binomial distribution: Probability distribution function, Constants, Shape, Fitting of binomial distribution

(b) Poisson distribution: Probability function, (including Poisson approximation to binomial distribution), Constants, Fitting of Poisson distribution

(c) Normal distribution: Probability distribution function, Properties of normal curve, Calculation of probabilities. [11]

Sampling Concepts, Sampling Distributions and Estimation: Population and samples, Parameters and Statistics, Sampling and non sampling error, Sampling methods including Simple Random sampling, Stratified sampling, Systematic sampling, Judgement sampling and Convenience sampling, Interval Estimation. [08]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hilln New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods",* Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business"*, Cengage Learning.

Note: Latest edition of text book and references must be used.

BC 152 **Business Communication** **3-0-0-3**

Course Objective

To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Course Content

Introduction: Nature, Process and Importance of Communication, Types of Communication (verbal & Non Verbal), Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers. **Non-Verbal Aspects of Communication:** Body language, Kinesics, Proxemics, Para language [10]

Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter -office Memo, Notices, Agenda, Minutes, Job application letter, preparing the resume. **Effective Listening:** Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars [10]

Report Writing: Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports. [08]

Business language and presentation: Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English. Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids. **Technology and Business Communication:** Role, effects and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e-communication. [11]

Text Books

1. Kaul, "*Business Communication*", Prentice Hall, New Delhi.
2. Gupta, C.B., "*Business Communication*", Sulthan Chand & Sons, New Delhi.

References:

1. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Bovee, and Thill, *Business Communication Today*, Pearson Education
3. Shirley, Taylor, *Communication for Business*, Pearson Education
4. Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH
5. Sharma, R.C., and Krishna Mohan, "*Business Correspondence and Report Writing*", Tata McGraw-Hill Publishing Company Limited, New Delhi.

Note: Latest edition of text book and references must be used.

BC 162 **Macroeconomics** **3-0-0-3**

Course Objective

To provide the student with knowledge of basic concepts of the macro economics and modern tools of macro-economic analysis. Macroeconomics is concerned with the vital economic issues that determine your own economic well-being as well as that of whole family and everyone you know. Macroeconomics is the study of the major economic totals, or aggregates.

Course Content

Introduction: Concept and Variables of macroeconomics, Income, Expenditure and The Circular flow, Components of expenditure. Consumption, Saving and Investment and S-I approach, Multiplier (two sector) and Numerical. Static macro economic analysis short and the long run – Determination of supply, Determination of demand, and Conditions of equilibrium.

Meaning, Objective and Instruments of fiscal and monetary policy, AD-AS approach; Determination of aggregate demand, Shifts in aggregate demand, Aggregate supply in the short and long run, and Aggregate demand- Aggregate supply analysis. Economy in the short run IS–LM framework. [12]

Inflation - Causes and Effect of rising and falling inflation, Demand pull and Cost push inflation and Measures to control inflation, Inflation and interest rates, Social costs of inflation. **Unemployment** – Natural rate of unemployment, Frictional and wait unemployment. Labour market and its interaction with production system. Phillips curve, Trade-off between inflation and unemployment, Sacrifice ratio, Role of expectations adaptive and rational. [08]

Open economy – Flows of goods and capital, Saving and Investment in a small and a large open economy, Exchange rates; Fixed and Flexible, **Mundell** – Fleming model with fixed and flexible prices in a Small Open economy with fixed and with flexible exchange rates, Interest rate differentials case of a Large economy. Balance of payments, Trade balance, Current and Capital Account, Autonomous and accommodating transactions and Measures to control disequilibrium on BOP. [11]

Behavioral Foundations- Investment – Determinants of business fixed investment, Effect of tax, Determinants of residential investment and Inventory investment. **Demand for Money** – Portfolio and transactions theories of demand for Real balances, Interest and Income Elasticities of demand for real balances. Supply of money. [08]

Text Books

1. Dwivedi, D. N., " *Macroeconomics - Theory & Practice*", Tata McGraw Hill, New Delhi.
2. Ahuja, H.L., "*Business Economics*", S.Chand & Company, New Delhi.

References:

1. Dornbusch, Rudiger, and Stanley Fischer,"*Macroeconomics"*, McGraw-Hill.
2. Mankiw, N. Gregory, "*Macroeconomics",* Macmillan Worth Publishers New York, Hampshire,U.K.
3. Salvatore, Dominick. "*International Economics",* John Wiley & Sons Singapore.
4. Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
5. Olivier Blanchard, "Macroeconomics", Pearson Education, Inc.
6. Neils & Parker, "*The Essence of Business Economics*",Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

SECOND YEAR
AUTUMN SEMESTER
(Semester – III)

BC 211 **Income Tax Laws** **4-0-0-4**

Course Objective

To provide basic knowledge and equip students with application of principles and provisions of Income-Tax Act, 1961.

Course Content

Basic concept: Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, Maximum marginal rate of tax, Permanent Account Number (PAN), Residential status; Scope of total income on the basis of residential status, Exempted income under section 10. [05]

Computation of income under different heads

- Salaries
- Income from House Property
- Profit and gains of business or profession
- Capital Gains [21]

Computation of income under different heads - Income from other sources

Total income and tax computation

- Deemed Incomes
- Aggregation of Income and set-off and carry forward of losses
- Deduction from Gross total income
- Rebates and reliefs
- Computation of Total Income of individuals, Hindu Undivided Family and Firms
- Tax Liability of an Individual, Hindu Undivided Family and Firms [21]

Preparation of return of income:

- Manually
- On-line filing of Returns of Income & TDS
- Provision & Procedures of Compulsory On-Line filing of returns for specified assesses [05]

There shall be a practical examination of 10 Marks on E-filling of Income Tax Returns using a software utility tool. The student is required to fill appropriate Form and generate the XML file.

Text Books

1. Ahuja, Girish and Gupta Ravi., "*Systematic Approach to Income Tax",* Bharat Law House, Delhi.
2. Singhania, Vinod K. and Monica Singhania., "*Students' Guide to Income Tax",* *University Edition*. Taxmann Publications Pvt. Ltd., New Delhi.

References:

1. Pagare, Dinkar., "*Law and Practice of Income Tax*", Sultan Chand and Sons, New Delhi.
2. Prasad Bhagwati, "*Income Tax Law and Practice*", Willey Publications, New Delhi.
3. Mehrotra H.C., "*Income Tax Law and Accounts*", Sahitya Bhawan, Agra.
4. Chandra Mahesh and Shukla D.C., "*Income Tax Law and Practice*", Pragati Publications, New Delhi
5. Excel Utility available at *incometaxindiaefiling.gov.in*

Note: Latest edition of text book and references must be used.

BC 221 **Business Mathematics** **4-0-0-4**

Course Objective

To familiarize the students with the basic mathematical tools with emphasis on applications to business and economic situations.

Course Content

Matrices and Determinants: Algebra of matrices. Inverse of a matrix, Matrix Operation – Business Application; Solution of system of linear equations (having unique solution and involving not more than three variables) using matrix inversion Method and Cremer's Rule, The Leontief Input Output Model (Open Model Only). [10]

Calculus I: Mathematical functions and their types- linear, quadratic, polynomial, exponential, logarithmic and logistic function. Concepts of limit, and continuity of a function; Concept and rules of differentiation; Maxima and Minima involving second or higher order derivatives; Concept of Marginal Analysis, Concept of Elasticity, Applied Maximum and Minimum Problems including effect of Tax on Monopolist's Optimum price and quantity, Economic Order Quantity. [16]

Calculus II: Partial Differentiation. Partial derivatives up to second order. Homogeneity of functions and Euler's theorem. Total differentials. Differentiation of implicit functions with the help of total differentials; Maxima and Minima in cases of two variables involving not more than one constraint including the use of the Lagrangean multiplier. **Integration** - Standard forms. Methods of integration – by substitution, by parts and by use of partial fractions. Definite integration. Finding areas in simple cases; Application of Integration to marginal analysis. Consumer's and Producer's Surplus, Rate of Sales; the Learning Curve. [15]

Mathematics of Finance: Rates of interest-nominal, effective– and their inter-relationships in different compounding situations; Compounding and discounting of a sum using different types of rates; Types of annuities, like ordinary, due, deferred, continuous, perpetual, and their future and present values using different types of rates of interest. Depreciation of Assets. Valuation of simple loans and debentures. Sinking Fund. [11]

Text Books

1. Singh J. K., "*Business Mathematics*", Himalaya Publishing House.
2. Kapoor V.K., "*Business Mathematics*", Sultan Chand & Sons, Delhi.

References:

1. Anthony, M. and N. Biggs., "*Mathematics for Economics and Finance*", Cambridge University Press.
2. Ayres, Frank Jr., "*Theory and Problems of Mathematics of Finance*", Schaum's Outlines Series. McGraw Hill Publishing Co.
3. Budnick, P., "*Applied Mathematics",* McGraw Hill Publishing Co.
4. Dowling, E.T., "*Mathematics for Economics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Wikes, F.M., "*Mathematics for Business, Finance and Economics*",Thomson Learning.

Note: Latest edition of text book and references must be used.

BC 231 **Human Resource Management** **3-0-0-3**

Course Objective

To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Content

Human Resource Management: Concept and functions; Role, status and competencies of HR manager; HR policies; Evolution of HRM; Emerging challenges of human resource management - Workforce diversity, empowerment, downsizing, VRS, work life balance. **Acquisition of Human Resource:** Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment – concept and sources; Selection – concept and process; Test and interview; Placement, induction and socialization; Retention. [12]

Training and Development: Concept and importance; Role specific and competency based training; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing. [08]

Performance Appraisal and Compensation Management: Performance appraisal- Nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counselling; Job changes - Transfers and promotions, Human resource audit; **Compensation** - Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Job evaluation. [10]

Maintenance of employees and Emerging Horizons of HRM: Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations- An overview; Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; e-HRM; Human Resource Information System and e-HRM; Impact of HRM practices on organisational performance; HR audit, Contemporary issues in human resource management. [09]

Text Books

1. Aswathappa, K., "*Human Resource Management",* Tata McGraw-Hill, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management"*, Wiley, India.

References:

1. Pande Sharon and Basak Swapnalekha (2012), "*Human Resource Management-Text and Cases*", 1st Edition, New Delhi, Pearson Education.
2. Mondy, A. W. and Noe, R. M., "*Human Resource Management"*, Pearson Education.
3. Rao, V. S. P., "*Human Resource Management: Text and Cases"*, Excel Books.

Note: Latest edition of text book and references must be used.

BC 241 **Cost Accounting** **3-0-0-3**

Course Objective

To acquaint the students with basic concepts used in cost accounting and various methods involved in cost ascertainment systems, and use of costing data for planning , control and decision making.

Course Content

Introduction: Meaning, objectives and advantages of cost accounting, Difference between financial, cost, and management accounting and. Cost concepts and classifications, Installation of a costing system. Role of a cost accountant in an organization. [04]

Elements of Cost:

a. Materials: Material/inventory control- concept and techniques, Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues – FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard, Treatment of Material Losses.

b. Labour: Accounting and Control of labour cost, time keeping and time booking, concept and treatment of idle time, over time, labour turnover and fringe benefits.

c. Overhead: Classification, allocation, apportionment and absorption of overhead. Under- and over-absorption. Capacity costs. Treatments of certain items in costing, like interest on capital, packing expenses, debts, research and development expenses, Activity – Based Costing. [16]

Methods of Costing: Unit costing, Job costing. Contract Costing. Process costing (process losses and gains, valuation of work in progress, joint and by-products) Service costing. Accounting Systems: Integral and non-integral systems, Reconciliation of cost and financial accounts. [14]

Budgeting and budgetary control: Concept of budget and budgetary control, objectives, merits, and limitations, Budgeting process, Functional budgets, Cash budget, Fixed and flexible budgets, Zero base budget, Programme and performance budgets. [05]

Text Books

1. Lal, Jawahar and Srivastava s. , "*Cost Accounting*", McGraw Hill Publishing Co., New Delhi.
2. Arora, M.N., "*Cost Accounting – Principles and Practice",* Vikas Publishing House, New Delhi.

References:

1. Horngreen, Charles T., George Foster and Srikant M. Dattar, "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
2. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
3. Nigam, B.M. Lall and I.C. Jain., "*Cost Accounting: Principles and Practice*", Prentice Hall of India, New Delhi.
4. Bhattacharya, "*Principles & Practice of Cost Accounting*", Prentice Hall of India, Delhi
5. Tulsian, P.C., "*Practical Costing*", Vikas Publishing House, New Delhi

Note: Latest edition of text book and references must be used.

Foreign Language – I **3-0-0-3**

Offered by College of Arts, Science and Humanities

Mody University Elective **3-0-0-3**

Offered by different Colleges of University

BC 251 **Principles of Insurance** **3-0-0-3**

Course Objective

To develop an understanding among students about identifying analyzing and managing various position to understand principles of insurance and its usefulness in business, along with its regulatory framework.

Course Content

Introduction: Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Disaster Risk Management, Risk Retention and Transfer. **Concept** of Insurance, Need for Insurance, Globalization of Insurance Sector, Reinsurance, Co-insurance, Assignment. Endowment [08]

Nature of Insurance Contract, Principle of Utmost Good Faith, Insurable Interest, proximit cause, contribution and subrogation, Indemnity, Legal Aspects of Insurance Contract, Types of Insurance, Life Insurance Act 1956, Basic elements of life Insurance, Life insurance companies in India, types of Insurance policies, important plans of life Insurance, Issue of life Insurance, calculation of premium, settlement of claims, maturity claims by death. [12]

General Insurance: Fire and Motor Insurance, Health Insurance, Marine Insurance, Automobile Insurance. [10]

Legal Framework: Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Computation of Insurance Premium.
Regulatory Framework of Insurance: Role, Power and Functions of IRDA, Composition of IRDA, IRDA Act'1999. [09]

Text Books

1. Mishra, M. N., *Principles and Practices of Insurance*, S. Chand and Sons.
2. Crane, F., *Insurance Principles and Practices*, John Wiley and Sons, New York.

References:

1. Dinsdale, W.A., *Elements of Insurance*, Pitaman.
2. Black, K. and H.D. Skipper, *Life and Health insurance*, Pearson Education
3. Gupta. P.K, *Insurance and Risk Management*, Himalaya Publishing House.
4. Vaughan, E. J. and T. Vaughan, *Fundamentals of Risk and Insurance*, Wiley & Sons
5. Hansell, D.S., *Elements of Insurance*, Macdonald& Evans Ltd.
6. All the three modules of Insurance and Risk Management by Institute of Chartered Accountants of India
7. George, E. Rejda, *Principles of Risk Management and Insurance*, Pearson Education.
8. Dorfman, Marks S., *Introduction to Risk Management and Insurance*, Pearson

Note: Latest edition of text book and references must be used.

SECOND YEAR
SPRING SEMESTER
(Semester – IV)

BC 212 **Indirect Tax Laws** **3-0-0-3**

Course Objective

To acquire the ability to analyze and interpret the provisions of goods and services tax law and recommend solutions to practical problems. To develop an understanding of the customs laws and acquire the ability to analyze and interpret the provisions of such laws.

Course Content

Constitutional aspects - Levy and collection of CGST and IGST - Application of CGST/IGST law; Concept of supply including composite and mixed supplies, inter-State supply, intra-State supply, supplies in territorial waters; Charge of tax; Exemption from tax; Composition levy, Place of supply, Time and Value of supply, Input tax credit, Computation of GST liability [10]

Procedures under GST - All procedures including registration, tax invoice, credit and debit notes, electronic way bill, accounts and records, returns, payment of tax including reverse charge, refund, job work, Provisions relating to electronic commerce, Liability to pay in certain cases, Administration of GST; Assessment and Audit, Inspection, Search, Seizure and Arrest, Demand and Recovery, Offences and Penalties, Advance Ruling, Appeals and Revision, Other provisions [10]

Customs Law as contained in the Customs Act, 1962 and the Customs Tariff Act, 1975- Introduction to customs law including Constitutional aspects, Levy of and exemptions from customs duties - All provisions including application of customs law, taxable event, charge of customs duty, exceptions to levy of customs duty, exemption from custom duty, Types of customs duties, Classification and valuation of imported and export goods, Officers of Customs; Appointment of customs ports, airports etc. [10]

Import and Export Procedures - All import and export procedures including special procedures relating to baggage, goods imported or exported by post, stores, Provisions relating to coastal goods and vessels carrying coastal goods, Warehousing, Drawback, Demand and Recovery; Refund, Provisions relating to prohibited goods, notified goods, specified goods, illegal importation/exportation of goods, Searches, seizure and arrest; Offences; Penalties; Confiscation and Prosecution, Appeals and Revision; Advance Rulings; Settlement Commission, Other provisions. [09]

Text Books

1. Patel & Chaudhary., *Indirect Tax Laws*, Chaudhary Prakashan, Jaipur
2. Singhania, V. K. and Monica Singhania, *Student Guide to Indirect Tax Laws*, Taxmann's New Delhi.

References:

1. Sisodia Pushpendra, *Indirect Tax Laws*, Bharat Law House.
2. Ahuja, G. & Ravi Gupta, "*Practical Approach to Direct and Indirect Taxes*", Bharat Law House.
3. Datey, V.S., "*Indirect Taxes Law and Practice*", Taxmann's New Delhi.
4. Sareen, V.K. and Sharma Ajay, "*Indirect Tax Laws*", Kalyani

Note: Latest edition of text book and references must be used.

BC 222 **Corporate Accounting** **4-0-0-4**

Course Objective

To help the students to acquire the conceptual knowledge of the corporate accounting and to understand the various techniques of preparing the accounting and financial statements.

Course Content

Accounting for Share Capital & Debentures: Issue, forfeiture and reissue of forfeited shares- concept & process of book building. Issue of rights and bonus shares. Buy back of shares. Redemption of preference shares. Issue and Redemption of Debentures. [12]

Final Accounts: Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration. Disposal of company profits. **Valuation of Goodwill and Valuation of Shares -** Concepts and calculation . [14]

Amalgamation of Companies: Concepts and accounting treatment as per Accounting Standard: 14 (ICAI) (excluding inter company holdings). Internal reconstruction: concepts and accounting treatment excluding scheme of reconstruction. **Accounts of Holding Companies/Parent Companies:** Preparation of consolidated balance sheet with one subsidiary company. Relevant provisions of Accounting Standard: 21 (ICAI). [13]

Liquidation of Companies: Types of liquidation, Preparation of Statement of Affairs and Deficiency Account (Surplus), Liquidator's Final Statement of Account, 'B' list of Contributories. **Banking Companies:** Difference between balance sheet of banking and non banking company; prudential norms. Asset structure of a commercial bank. Non-performing assets (NPA). [13]

Text Books

1. Sehgal & Sehgal, "Advanced Accountancy – I&II", Taxmann publications, Delhi
2. Maheshwari, S.N. and Maheshwari, S. K., "*Corporate Accounting"*, Vikas Publishing House, New Delhi.

References:

1. Shukla, M.C., Grewal, T.S. and Gupta, S.C., "*Advanced Accounts"*. Vol.-II. S. Chand &Co., New Delhi.
2. Gupta R.L., Radhaswamy M, "Company Accounts", Sultan Chand and Sons, Delhi.
3. Maheshwari S.N., "Corporate Accounting", Vikas Publishing House, New Delhi.
4. Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi.
5. Rajasekaran, V. & Lalitha, R., *"Corporate Accounting",* Pearson, New Delhi.

Note: Latest edition of text book and references must be used.

BC 232 **Management Accounting** **3-0-0-3**

Course Objective

To provide the students knowledge about use of costing anf financial data for planning,control and decision making.

Course Content

Introduction: Meaning, Nature and Scope and functions of management accounting, Role of management accounting in decision making, Management accounting vs. Financial accounting, Tools and techniques of management accounting.Difference between cost accounting and management accounting, cost control, cost reduction, cost management. [08]

Standard costing and variance analysis: Meaning of standard cost and standard costing: advantages, limitations and applications, Variance analysis – material, labour, overhead and sales variances, Disposition of variances, Control ratios. [12]

Absorption versus variable costing: Distinctive features and income determination Cost-Volume-Profit Analysis: Break-even analysis-algebraic and graphic methods. Contribution / sales ratio, key factor. Margin of safety. Angle of incidence. Determination of cost indifference point. [10]

Decision making: Costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, exploring new market, make or buy, product mix, operate or shut down, seller process further. **Responsibility Accounting:** Concept, Significance, Different Responsibility Centers, Divisional Performance Measurement – Financial Measures. [09]

Text Books

1. Khan, M.Y. and P.K. Jain., "*Management Accounting*", Tata McGraw Hill, Publishing
2. Lal, Jawahar., "*Advanced Management Accounting- Text and Cases*", S. Chand & Co., New Delhi.

References:

1. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
2. Horngreen, Charles T., George Foster and Srikant M. Dattar., "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
3. Kalpan R.S. and Atkinson A.A., "*Advanced Management Accounting*", Prentice Hall India.
4. Anthony, Robert & Reece, et al, "*Principles of Management Accounting*", Richard Irwin Inc.
5. Pandey I.M., "*Financial Management*", Vikas Publishing House, New Delhi.

Note: Latest edition of text book and references must be used.

BC 242 **Computer Application in Business** **3-0-0-3**

Course Objective

To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

Course Content

Introduction: Introduction to Computer-Characteristics of Computers, The Computer System, Parts of Computers); Computer H/W Setup, Configuration, Networking, Mobile H/W Device and types wireless Networking; Operating System- Introduction to Operating Systems, An overview of various Computer & Mobile OS & Application (UNIX / Linux, DOS, Windows, Android, windows mobile, iOS Like), Features of latest Windows Operating Systems & its Management & Networking (Installation, backup, security, User control), Usage of payment gateways. [08]

Introduction to essential tools: Introduction to facilities & commonly used features of:

a) **Word:** Working with word document, Inserting, filling and formatting a table, Mail Merge including linking with Access Database, Creating Macros -Sending E-mail from Word Import / Export of files Converting Word Document to Web Document, PDF files Hyperlinks; OLE Security features in MS-Word - Protection of Documents - Password for Documents - Checking for viruses in macros, referencing, creating bibliography, manage sources and citations, review documents.

b) **PowerPoint:** Preparing Presentations,Slides,Handouts,Speaker's Notes - Outlines - Media Clips - Charts – Graphs, Adding the Transitions to the Slide Show - Special effects in detail, - Setting Slide timings.

c) **Excel:** Creating a work book, Rearranging Worksheet, Organizing Charts and graphs, Ranges and Functions & Formulae: Mathematical, Statistical Financial Functions such as NPV (Net present value), Future value, IRR (Internal Rate of Return), EMI (Equated Monthly Installments, Compounding Yearly, periodic and monthly) - Auto Calculate Using Names in a Formula, Formula Editing, Macros, Consolidation of Data & Data Analysis - Sorting List, Filter & More Filtering Techniques - Consolidate data in multiple worksheets - What-if analysis, Goal Seek Scenario Manager, Solver, Lookup Function - Sub Totals, Nested-IF, Statistical Analysis; Data Validation & Protection - Create a drop-down list from a range of cells - Apply data validation to cells - Copy data validation setting, remove data validation - Find cell that have data validation, protect cell data, using password to protect sheet and workbook. - Use validation to create dependent list; Pivot table Reports & Pivot Chart Reports. [12]

Using MS Excel for Data Analysis & Reporting Features:

Using spreadsheet for following purposes and making reports:

- Loan & Lease statement
- Ratio Analysis.
- Payroll statements
- Capital Budgeting
- Depreciation Accounting
- Graphical representation of data
- Frequency distribution and its statistical parameters
- Correlation and Regression [10]

RDBMS Concepts & Access: RDBMS Concepts, Terminology, Models - RDBMS, Data Modelling using ERD, DB Design using Normalization; Access Creating Databases & Tables – An Introduction; Event Handling & Report Generation; Using Macros; Using

Queries through Case Study.
Structured Query Language (SQL): Introduction to Data Definition Language Statements & Data Manipulation Language Statements (Creating Tables, Selecting Data, Inserting Data, Updating Records, Dropping a Table, Querying Database, Aggregating Data, Grouping, Ordering Data, Joining Tables etc.) & Case Studies.
CAAT Tools: Capabilities & Importing Data from Accounting & other Application Systems - An Introduction; Analytical Reports, Duplicates/ Gaps. Sorting & Charting; Stratification, Summarization, Statistics & Aging - An Introduction; Sampling, Macros and Audit Trail. [09]

Text Books

1. Rajaraman, V., *Introduction to Information Technology*, PHI.
2. Hall, J.A., "*Accounting Information System"*, South-Western College Publishing.

References:

1. Boockholdt, J.L., "*Accounting Information System: Transaction Processing and Control"*, Irwin Mcraw-Hill.
2. Gelinas, Ulric J., and Steve G. Sutton, *Accounting Information System*, South Western Thomson Learning.

Note: Latest edition of text book and references must be used.

Foreign Language – II 3-0-0-3

Offered by College of Arts, Science and Humanities

Mody University Elective 3-0-0-3

Offered by different Colleges of University

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BC 252 **Investing in Stock Markets** **3-0-0-3**

Course Objective

This paper intends to provide basic skills to operate in stock market and the ways of investing in it. It will enable the student to take up investment in stock market independently.

Course Content

Investing Fundamentals: Types of Investment – Equity Shares, IPO/ FPO,Bonds. Indian Securities Market: the market participants, trading of securities, security market indices. Sources of financial information. Role of Stock Exchange, Stock exchanges in India: BSE, NSE, MCX. Buying and selling of stocks: using brokerage and analysts' recommendations. Use of limit order and market order. [08]

Stock Analysis and Valuation: Online trading of stocks. Understanding stock quotations, types and placing of order. Risk: its valuation and mitigation, Analysis of the company: financial characteristics (as explained by ratio analysis, future prospects of the company, assessing quality of management using financial and non-financial data, balance sheet and quarterly results, cash flows and capital structure). Comparative analysis of companies, Stock valuations: using ratios like PE ratio, PEG ratio, Price Revenue ratio. Use of Historic prices, simple moving average, basic and advanced interactive charts. Examining the shareholding patter of the company. Pitfalls to avoid while investing: high P/E stocks, low price stocks, stop loss, excess averaging. [12]

Investing in Mutual Funds: Background on Mutual Funds: Advantages of investing in Mutual funds. Motives of mutual fund investments, Net Asset Value, Types of Mutual funds: Open ended, close ended, equity, debt, hybrid, money market, Load vs. no load funds, Factors affecting choice of mutual funds. CRISIL Mutual Fund Ranking and its Usage. [11]

Understanding Derivatives: Futures, Options, trading in futures and options. Understanding stock market quotes on futures and options. Types of orders, Put and Call options: How Put and Call options work. Commodities, Derivatives of commodities, trading of commodity derivatives on MCX, Currency derivatives and its trading. [08]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management*", Tata McGraw Hill.
2. Pandiyan, Punithavathy, "*Security Analysis and Portfolio Management*", Vikas Publications

References:

1. Gitman and Joehnk, "*Fundamentals of Investing*", Pearson.
2. Madura, Jeff, "*Personal Finance*", Pearson.
3. Damodaran, Aswath, "*Investment Valuation: Tool and Techniques for Determining the Value of Any Asset*", Wiley Finance.
4. Bodie, Alex, Marcus and Mohanty, "*Investments*", McGraw Hill Publishing Co.
5. Hirt and Block, "*Fundamentals of Investment Management*", McGraw Hill Publishing Co.
6. www.moneycontrol.com
7. www.yahoofinance.com

Note: Latest edition of text book and references must be used.

THIRD YEAR
AUTUMN SEMESTER
(Semester – V)

BC 311 **Principles of Marketing** **3-0-0-3**

Course Objective

This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

Course Content

Introduction: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix [08]

Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning; [12]

Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging &Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing). [10]

Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps. [09]

Text Books

1. Kumar, Arun & N. Meenakshi, "*Marketing Management*", Vikas Publishing House.
2. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, "*Marketing Management: A South Asian Perspective*", Pearson Education.

References:

1. Palmer, Adrian, "*Introduction to Marketing*", Oxford University Press, UK
2. McCarthy, E. Jerome., and William D. Perreault, "*Basic Marketing*", Richard D. Irwin.
3. Majaro, Simon, "*The Essence of Marketing*", Prentice Hall, New Delhi.
4. Ramaswamy & Namakumari; "*Marketing Management*", Mc Millan, New Delhi.

Note: Latest edition of text book and references must be used.

BC 321 **Financial Management** **3-0-0-3**

Course Objective

To familiarize the students with the principles and practices of financial management.

Course Content

Introduction: Nature, scope and objectives of financial management, Agency problem, Time value of money, Risk and return- Concept and Calculation (including Capital Asset Pricing Model). [07]

Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital. Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and Financial leverage. Determinants of capital structure. **Dividend Decision:** Theories for Relevance and irrelevance of dividend decision for corporate valuation- Walter's Model, Gordon's Model, MM Theory, Cash and stock dividends. Dividend policies in practice and Determinants of Dividend. [13]

Capital Budgeting: The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk-Certainty Equivalent Approach and Risk-Adjusted Discount Rate. [10]

Working Capital Decisions: Concepts of Working Capital, Operating & Cash Cycles, Risk-return trade off, sources of short term finance, working capital estimation, cash management, receivables management, inventory management. [09]

Text Books

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems*, Tata McGraw Hill
2. Pandey, I M. *Financial Management*, Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, *"Fundamentals of Financial Management"*, Pearson Education
2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, *"Corporate Finance"*, Tata McGraw Hill
3. Srivastava, Rajiv, and Anil Mishra, *"Financial Management"*, Oxford University Press, UK
4. Sharma, G.L., and Y.P. Singh., *"Contemporary issues in Finance and Taxation"*, Academic Foundation Delhi
5. Chandra, P., *"Financial Management-Theory and Practice"*, Tata McGraw Hill

Note: Latest edition of text book and references must be used.

BC 331 **Industrial Laws** **3-0-0-3**

Course Objective

To familiarize the commerce students with the understanding and provisions of laws related employees' compensation as the accounts and finance department of the industry need to calculate wage and salary of the employees.

Course Content

The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the Act – Employees' Provident Fund Scheme; Employees' Pension Scheme, 1995; Employees' Deposit linked Insurance Scheme**. Employees State Insurance Act, 1948:** Objects and Applicability of the Scheme; Definitions: Personal Injury, Factory, Manufacturing Process, Wages, Partial and Permanent Disablement; ESI Corporation, Standing Committee and Medical Benefit Council; Contributions; Adjudication of Dispute and Claims, Benefits**.** [12]

Payment of Wages Act, 1936: Definitions – Employed Person, Employer, Factory, Industrial or other Establishment, Wages; Responsibility for Payment of Wages; Fixation of Wage Period; Time of Payment of Wages; Mode of Payment; Deductions from Wages and Fines. [08]

The Payment of Bonus Act, 1965: Definitions – Accounting year, allocable surplus, available surplus, employee, employer, establishments, salary or wage; determination of bonus, calculation of bonus, eligibility for bonus, disqualifications for bonus, payment of minimum and maximum bonus, set on and set off of allocable surplus, deductions of certain amounts from bonus payable, time limit for payment of bonus. [08]

Payment of Gratuity Act, 1972: Applicability and non- applicability of the Act; Definitions-employee, employer, continuous service; payment of gratuity; forfeiture of gratuity; employer's duty to determine and pay gratuity; recovery of gratuity; penalties. **Employee's Compensation Act, 1923:** Definitions: dependent, employer, partial and total disablement, workmen, injury, accident; employer's liability for compensation; amount of compensation; contracting; commissioner; case laws. [11]

Text Books

1. Piyali Ghosh and Shefali Nandan (2015), *"Industrial Relations and Labour Laws",* 1st Edition, New Delhi, TATA McGraw Hill.
2. Sarma A.M (2015, *"Industrial Relations and Labour Laws",* 2nd Edition, Mumbai, Himalaya Publishing House, Mumbai.

References:

1. Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj (2012), *"Industrial Relations and Labour Laws",* 2nd Edition, New Delhi, TATA McGraw Hill.
2. Padhi P.K. (2013), *"Labour and Industrial Laws",* 2nd Edition, New Delhi, PHI
3. Srivastava, S.C., "*Industrial Relations & Labour Laws",* Vikas Publishing House (P) Ltd.

Note: Latest edition of text book and references must be used.

BC 341 **Financial Markets, Institutions and Services** **3-0-0-3**

Course Objective

To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Content

An Introduction to Financial System and its Components: Financial markets and institutions. Financial intermediation. Flow of funds matrix. Financial system and economic development. An overview of Indian financial system. [08]

Financial Markets: Money market-functions, organization and instruments. Role of central bank in money market; Indian money market-An overview. **Capital Markets-** functions, organization and instruments. Indian debt market; Indian equity market-primary and secondary markets; Role of stock exchanges in India. [12]

Financial Institutions: Depository and non-depository institutions, Commercial banking-introduction, its role in project finance and working capital finance. Development Financial Institutions (DFIs)-An overview and role in Indian economy. Life and non-life insurance companies in India; Mutual Funds- Introduction and their role in capital market development. Non-banking financial companies (NBFCs). [08]

Overview of Financial Services Industry: Fund based and fee based financial services, Merchant banking-pre and post issue management, underwriting. Regulatory framework relating to merchant banking in India. **Leasing and hire-purchase:** Consumer and housing finance; Venture capital finance; Factoring services, bank guarantees and letter of credit; Credit rating; Financial Counseling and Portfolio management Services. [11]

Text Books

1. Bhole, L.M., "*Financial Markets and Institution",* Tata McGraw Hill Publishing Company
2. Khan, M.Y., "*Indian Financial System-Theory and Practice"*. New Delhi: Vikas Publishing House

References:

1. Sharma, G.L., and Y.P. Singh eds., "*Contemporary Issues in Finance and Taxation",* Academic Foundation, Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Saunders Anthony, "Financial Institutions Management: A Modern Perspective", Irwin Publication, McGraw Hill Co., New York.
4. Srivastava, R.M., "*Management of India Financial Institutions*", Himalaya Publishing House, Mumbai
5. Annual Reports of Major Financial Institutions in India.

Note: Latest edition of text book and references must be used.

BC 351 **Operation Research** **4-0-0-4**

Course Objective

To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Content

Introduction: Meaning, Scope, Origin, Uses, Limitations and Techniques. **Linear Programming:** Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method and Simplex method [11]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. **Assignment Model:** Assignment problem as a variant of transportation problem, Methods of solving assignment problems. **Game Theory:** Game models, Two player zero sum game, payoff matrix, pure and mixed strategy, Method of Saddle point for pure strategy, Algebraic method for mixed strategy with 2 x 2 Pay-off; Dominance method, Graphical Techniques. [15]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. **Decision Making:** Decision making under Risk and Uncertainty, Pay-off table, Decision rules, Decision Tree. **Replacement Problems:** Types of Replacement situations, Group Replacement Policy. [12]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. **Simulation:** Process of simulation, Monte Carlo technique, Advantages and Disadvantages, Applications in queuing and Inventory problems. [14]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "Quantitative Techniques", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BC 361 **Entrepreneurship** **3-0-0-3**

Course Objective

The purpose of the paper is to understanding about entrepreneurship and creative thinking and behaviour for effectiveness at work and in life.

Course Content

Introduction: Meaning, elements, determinants and importance of entrepreneurship and creative behavior. Entrepreneurship and creative response to the society' problems and at work. Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship. **Women Entrepreneurship:** Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, [07]

Types of Business Entities: Entrepreneurship and Micro, Small and Medium Enterprises. Concept of business groups and role of business houses and family business in India. . The contemporary role models in Indian business: their values, business philosophy and behavioural orientations. Conflict in family business and its resolution. [13]

Entrepreneurial Sustainability: Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups. The concept, role and functions of business incubators, angel investors, venture capital and private equity fund. [07]

Business Plan preparation: Sources of business ideas and tests of feasibility. Significance of writing the business plan/ project proposal. Contents of business plan/ project proposal. Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered). Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions. **Small Business Management:** Mobilising resources for start-up. Accommodation and utilities. Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems [12]

Text Books

1. Desai, Vasant., " *Dynamics of Entrepreneurial Development and Management*", Himalaya Publishing House, Mumbai.
2. Gupta, C B. & Shrinivasan, N.P., "*Entrepreneurship Development in India*", Sultan Chand & Sons, New Delhi.

References:

1. Bhide, Amar V., "*The Origin and Evolution of New Businesses*", Oxford University Press, New York.
2. Kuratko and Rao, "*Entrepreneurship: A South Asian Perspective*", Cengage Learning.
3. Dollinger, Mare J., "*Entrepreneurship: Strategies and Resources*", Illinois, Irwin.
4. Holt, David H., "*Entrepreneurship: New Venture Creation*", Prentice-Hall of India, New Delhi.
5. Kao, John J., "*The Entrepreneurial Organization*", Englewoods Cliffs, Prentice-Hall, New Jersey.

Note: Latest edition of text book and references must be used.

THIRD YEAR
SPRING SEMESTER
(Semester – VI)

BC 312 **Auditing** **3-0-0-3**

Course Objective

To provide knowledge of auditing principles, procedures and techniques in accordance with current legal requirements and professional standards.

Course Content

Introduction: Meaning and Objectives of Auditing, Difference between book-keeping and accountancy, Auditing and Investigation, Relation of Auditor vis-à-vis Management, Types of Audit, Errors and Frauds, Standards of Auditing. **Internal Control System:** Meaning, Importance, Internal Control, Internal check, Internal Audit and Statutory Audit, Limitations of Internal Control System. [10]

Audit Planning and Documentation: Audit Programme, Audit Note Books, Working Papers and Evidences, Routine Checking and Test Checking. **Audit Procedure** — Vouching: Meaning, Procedure, Verification and Valuation of Assets and Liabilities, Problems in valuation of assets, Modes of valuation of assets, Auditors position as regards valuation of assets [10]

Company Auditor: Qualifications and disqualifications, Appointment, Rotation, Removal, Remuneration, Rights and Duties; Auditor's Report- Contents and Types, Liabilities of Statutory Auditors under the Companies Act 2013. **Special Audit and Auditor's Report:** Audit of Banking Companies, Educational Institutions and Insurance Companies, Contents, Standard and Qualified Report [12]

Special Areas of Audit: Cost audit, Tax audit and Management audit; Recent Trends in Auditing: Basic considerations of audit in EDP Environment; Relevant Auditing and Assurance Standards (AASs). [07]

Text Books

1. Gupta, Kamal and Ashok Arora, "*Fundamentals of Auditing"*, Tata Mc-Graw Hill Publishing Co. Ltd., New Delhi.
2. Pagare Dinkar, "*Principles and Practices of Auditing*", Sultan Chand, New Delhi.

References:

1. Tandon B.N., "*Principles of Auditing*", S. Chand & Co., New Delhi.
2. Ghatalia, S.V., "*Practical Auditing"*, Allied Publishers Private Ltd., New Delhi.
3. Kumar Arun and Sharma Rachna, "*Auditing Theory and Practice*", Atlantic Publishers and Distributors, New Delhi.
4. Institute of Chartered Accountants of India, "*Auditing and Assurance Standards"*, ICAI, New Delhi.
5. Relevant Publications of ICAI on "*Auditing"* (CARO).

Note: Latest edition of text book and references must be used.

BC 322 **Financial Analysis and Reporting** **3-0-0-3**

Course Objective

To understand, analyse and interpret the basic framework of financial reporting.

Course Content

Basis of Financial Reporting: Purpose of financial reporting, users of financial reports, conceptual framework for financial statements [07]

Understanding Financial Statements:

Structure of Financial Statements: Introduction, Statement of Financial Position (Balance Sheet), Statement of Earnings (Income Statement), and Statement of Cash Flows (Cash Flow Statement). **Additional disclosure statements:** Need for Additional Statements, Auditor's Report, Director's Report, Funds Flow Statement, Electronic Dissemination, and Corporate Governance. [13]

Components of Financial Statements: Inventories, Receivables, Assets (Fixed Tangible, Intangible), Leases, Revenue, Income-Tax, Retained Earnings.

Analysis & Interpretation of Financial Statements:

Ratio Analysis – Liquidity, Solvency, Activity & Profitability Analysis, Comparative & Common Size Analysis (Vertical & Horizontal Analysis), Financial Statement Variation by Type of Industry. **Expanded Analysis**: Financial Ratios used in Annual Reports, Management's use of Analysis, Graphing Financial Information [14]

Accounting Standards in India & IFRS: Basic Framework. [05]

Text Books

1. Tulsian, P. C. and Tulsian, B., "*Corporate Financial Reporting*", S. Chand, New Delhi.
2. Lal, Jawahar, "*Corporate Financial Reporting: Theory & Practice"*, Taxmann Applied Services, New Delhi.

References:

1. Hennie, V. G., *International Financial Reporting Standards: A practical guide*, Washington: World Bank.
2. Alexander, D., Britton, A. and A. Jorissen, "*Global Financial Reporting and Analysis"*, Cengage Learning, Indian edition.
3. Grewal, T.S., "*Introduction to Accounting"*, S. Chand and Co., New Delhi.
4. Sarngadharan, M and Kumar, R. S., " *Financial Analysis for Management Decision*", PHI, New Delhi
5. Narasimhan, M. S., "*Financial Statement and Analysis*", Cengage Learning

Note: Latest edition of text book and references must be used.

BC 332 **Business Ethics and Corporate Governance** **3-0-0-3**

Course Objective

The main objective of this course is to provide students with the basic skills concerning business ethics, governance and corporate social responsibility. Additionally, students should understand the role of ethics, corporate responsibility and sustainability in business activities and evaluate business practices in these fields.

Course Content

Introduction: Business Ethics & Values, Inner Consciousness, Ethical Theories, Morality and Ethics; Various Approaches to Business Ethics; Ethical Governance; Corporate Ethics; CSR – Extension Of Business Ethics; Benefits of Adopting Ethics in Business; Ethics Programme; Code of Ethics; Ethics Committee **Indian Management Ethos** : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence. [11]

Corporate Governance: Meaning, Theories, Evolution, Models and Benefits of Corporate Governance; Politics and Governance; Board Committees and their Functions; Insider Trading; Rating Agencies; Green Governance/ E-governance; Clause 49 of Listing Agreement; Corporate Governance in Public Sector Undertakings; Corporate Funding of Political Parties; Class Action; Whistle Blowing; Shareholders Activism. [09]

Major Corporate Governance Failures: BCCI (UK), Maxwell Communication (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA), Vivendi (France), Harshad Mehta Scam, Satyam Computer Services Ltd, and Kingfisher Airlines; Common Governance Problems Noticed in various Corporate Failures; Codes and Standards on Corporate Governance; Initiatives in India. [10]

Corporate Social Responsibility (CSR): Corporate Philanthropy, Meaning of CSR, CSR and CR, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR provision under the Companies Act 2013, CSR Committees, CSR Models, Drivers of CSR, Codes and Standards on CSR, Global Reporting Initiatives, ISO 26000 [09]

Text Books

1. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.
2. Balasubramanian, N., "*Corporate Governance and Stewardship*", Tata McGrawHill, New Delhi

References:

1. Mallin, Christine A., *Corporate Governance (Indian Edition*), Oxford University Press, New Delhi.
2. Institute of Chartered Accountants of India, *Auditing and Assurance Standards*, ICAI, New Delhi.
3. Relevant Publications of ICAI on *Auditing* (CARO).

Note: Latest edition of text book and references must be used.

BC 342 **Fundamentals of Investment** **3-0-0-3**

Course Objective

To familiarize the students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection. Demonstrate with the support of online learning.

Course Content*

The Investment Environment: The investment decision process, Types of Investments-Commodities, Real Estate and Financial Assets, The Indian securities market, the market participants and trading of securities, security market indices, sources of financial information. Return and risk: Concept, Calculation, Trade off between return and risk, Impact of taxes and inflation on return. [10]

Fixed Income Securities: Bond Fundamentals, Estimating bond yields, Bond Valuation, Types of bond risks, default risk and credit rating. **Approaches to Equity Analysis:** Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis. Valuation of Equity Shares using various models. [10]

Portfolio Analysis and Financial Derivatives:
(a) Portfolio and Diversification, Portfolio Risk and Return
(b) Mutual Funds
(c) Introduction to Financial Derivatives-Forwards, Futures & Options, Financial Derivatives Markets in India. [13]

Investor Protection: Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism. [06]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management"*, Tata McGraw Hill.
2. Rustogi, R.P., "*Fundamentals of Investment"*, Sultan Chand & Sons, New Delhi.

References:

1. Jones, C.P., "*Investments Analysis and Management"*, Wiley.
2. Vohra, N.D., and Bagri, B.R., "*Futures and Options"*,Tata McGraw Hill Publishing.
3. Mayo, "*An Introduction to Investment"*, Cengage Learning.
4. P.Pandiyan**, "***Security Analysis and Portfolio Management*", Vikas Publications, New Delhi
5. Donalds E. Fischer & Ronald J. Jordan, "*Security Analysis and Portfolio Management*", Prentice Hall, New Delhi**.**
6. Russell J. Fuller and James L. Farrell, "*Modern Investment and Security Analysis*", McGraw Hill, Int. Ed. (Finance Series), New York.
7. Sharpe, William F., Alexander Gorden J. and Baily Jafery V., "*Investments*", Prentice Hall of India, New Delhi.

Note: Latest edition of text book and references must be used.

***Spreadsheet/Practical learning is the recommended while using software and excel for doing basic calculations in finance and hence can be used for giving students subjects related assignments for their internal assessment purposes.**

BC 352 **Project Management** **3-0-0-3**

Course Objective

To enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project.

Course Content

Introduction: Objectives of Project Planning, monitoring and control of investment projects. Relevance of social cost benefit analysis, identification of investment opportunities. Pre-feasibility studies. [06]

Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects. [14]

Project appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate. [13]

Issues in Project Planning and Management: Cost and Time Management issues in Project planning and management. [06]

Text Books

1. Chandra. Prasanna, "*Project Preparation Appraisal and Implementation",* McGraw Hill.
2. Gray, Clifford .F. *Project Management.* McGraw Hill.

References:

1. Gopalakrishnan. P. and.Ramamurthy, V.E., "*Text Book of Project Management*", Macmillan India Ltd.
2. JyotsnaBapat, "*Development Projects and critical theory of Environment*", Sage Publication, New Delhi.
3. John M. Nicholas, "*Project Management for Business and technology:Principles and Practice*", Pearson Prentice Hall, New Delhi.
4. David I. Cleland, "*Project Management: Strategic Design andimplementation"*, McGraw Hill Inc.

Note: Latest edition of text book and references must be used.

BC 362 **Dissertation** **0-0-0-6**

Course Objective

The objective of dissertation is to use quantitative and qualitative research methods to gain insight about the selected field of study. In order to cultivate logical thinking among students and to make them understand about the various facets in different fields of business world, they will have to select different domains and thrive for in-depth knowledge. After successful completion of dissertation work, students will be able to understand the complexities in the working of the business endeavor.

Course Content

Evaluation of would comprise of dissertation and Viva-voce

Syllabus

BACHELOR OF ARTS (BA) HONS. IN ECONOMICS

(w.e.f. 2017)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

BACHELOR OF ARTS (BA) HONS. IN ECONOMICS

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

No. of Seats: 60

Objective:

The undergraduate programme in economics is structured to impart analytical skills and intellectual advancement to understand the complexities in the working of the economy. It seeks to expose the students to various concepts in economics, mathematics and statistics and encourage them to uphold logical integrity and objectivity in professional endeavours. The course provides a sound theoretical basis in economic theory supplemented by practical applications of theories. The course in mathematics is developed to enable the students to lay a strong foundation in those areas of mathematics that is frequently used to understand the various concepts of economic theory. The objective of statistics course is to cultivate statistical thinking among students by acquainting them with various statistical methods and their application in different fields of economics. Also, the students are trained in using software packages for data analysis.

The first batch of the programme in MUST is proposed to be admitted in the session 2016-2017.

Input Qualification:

Candidate should have passed 10+2 from a recognized board with at least 45% marks and having proficiency in English and Basic Mathematics.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

BA (Hons.) in Economics , Three-Year Programme

Academic Curriculum (2017-18 onwards), First Year

			Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
	Core Courses									
	EM 191	**Principles of Economics-I**	3	1	-	4	3	25	25	50
	EM 161	**Mathematics for Economics-I**	3	1	-	4	3	25	25	50
	EM 171	**Statistics for Economics-I**	2	1	2	4	3	25	25	50
	Ability Enhancement Compulsory Courses									
	EL 101	Foundation Course in English	2	-	-	2	3	25	25	50
	MD 003	Environmental Studies	3	1	-	4	3	25	25	50
	Generic Course									
	EM 181	**Economic History of India 1857-1947**	3	-	-	3	3	25	25	50
		Sub Total	**16**	**4**	**2**	**21**				
	GE 103	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
Spring Semester	**Core Courses**									
	EM 162	**Principles of Economics-II**	3	1	-	4	3	25	25	50
	EM 172	**Mathematics for Economics-II**	3	1	-	4	3	25	25	50
	EM 182	**Statistics for Economics-II**	2	1	2	4	3	25	25	50
	Ability Enhancement Compulsory Courses									
	BM 162	Business Communication	3	-	-	3	3	25	25	50
	CA 141	Application Software Laboratory	-	-	4	2	4	25	25	50
	Generic Course									
	EM 192	**Environmental Economics**	3	-	-	3	3	25	25	50
		Sub Total	**14**	**3**	**6**	**20**				
	GE 104	Proficiency (Non-Credit) #				1				

BA (Hons.) in Economics , Three-Year Programme
Academic Curriculum (2017-18 onwards), Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
Autumn Semester	**Core Courses**									
	EM 241	**Micro Economics -I**	3	1	-	4	3	25	25	50
	EM 251	**Macro Economics- I**	3	1	-	4	3	25	25	50
	EM 261	**Development Economics –I**	3	1	-	4	3	25	25	50
	Skill Enhancement Compulsory Courses									
		Foreign Language-I#	3	-	-	3	3	25	25	50
	EM 271	**Data Analysis-I**	1	-	4	3	3	25	25	50
	Generic Course									
	EM 231	Indian Economy-I	3	-	-	3	3	25	25	50
		Sub Total	**16**	**3**	**4**	**21**				
	GE 203	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
Spring Semester	**Core Courses**									
	EM 242	**Micro Economics -II**	3	1	-	4	3	25	25	50
	EM 252	**Macro Economics -II**	3	1	-	4	3	25	25	50
	EM 262	**Development Economics -II**	3	1	-	4	3	25	25	50
	Skill Enhancement Course									
		Foreign Language-II#	3	-	-	3	3	25	25	50
	EM 272	**Data Analysis-II**	1	-	4	3	3	25	25	50
	Generic Course									
	EM 232	Indian Economy-II	3	-	-	3	3	25	25	50
		Sub Total	**16**	**3**	**4**	**21**				
	GE 204	Proficiency (Non-Credit) #				1				

BA (Hons.) in Economics , Three-Year Programme

Academic Curriculum (2017-18 onwards), Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	**EM 371**	**Micro Economics - III**	3	-	-	3	3	25	25	50
	EM 381	**Public Finance-I**	3	-	-	3	3	25	25	50
	EM 391	**Elementary Econometrics**	3	-	-	3	3	25	25	50
	EM 303	**International Economics-I**	3	-	-	3	3	25	25	50
	EM 313	**Monetary Economics-I**	3	-	-	3	3	25	25	50
	EM 323	**Dissertation****	-	-	-	6				
		Sub Total	**15**	**-**	**-**	**21**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	**EM 372**	**Macro Economics - III**	3	-	-	3	3	25	25	50
	EM 382	**Public Finance-II**	3	-	-	3	3	25	25	50
	EM 392	**Applied Econometrics**	3	1	-	4	3	25	25	50
	EM 304	**International Economics-II**	3	-	-	3	3	25	25	50
	EM 314	**Monetary Economics-II**	3	-	-	3	3	25	25	50
	EM 324	**Financial Economics**	3	1	-	4	3	25	25	50
		Sub Total	**18**	**2**	**-**	**20**				
		Total Credits	**101**	**15**	**4**	**124**				
	GE 306	Proficiency (Non-Credit) #				1				

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE :*** *End Term Examination*

** Course Work (CW) would include regularity, evaluation of assignments, surprise tests, etc.*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***Evaluation of Dissertation would comprise of Project Report and Viva-voce.*

COURSE DESCRIPTION

BA (Hons.) in Economics

Autumn Semester-First Year

EM 191 Principles of Economics-I 3-1-0-4

Basic Concepts of Economics: Scope, Fields and Methods of Economics, The Economic Policy, PPF, Different economic systems, Graphs and its uses, Slope: nature and measurement, Demand and supply and their determinants, Market Equilibrium, Price rationing and alternative Rationing Mechanisms, Price Elasticity and its determinants [12]

Consumption and Production: Utility, Diminishing MU, Meaning and Properties of Indifference curves, Budget constraints, Consumers' optimum choice, Income and Substitution effects, Consumer Surplus, Production, Productivity, Behaviour of profit maximizing firms, Production Functions with one variable factor and with two variables factor of production, Isoquant and Isocost lines [13]

Perfect and Imperfect Market: Cost and Revenue Functions: Accounting and Economic costs, Costs in the short run, Fixed costs, variable costs, Marginal costs, Long run AC and MC, TR,MR,AR, Output decision taking Costs and Revenues (Total and Marginal methods), Features of Perfect and Imperfect Perfect Competition [8]

Input Markets: Input Markets: Labour, Land and Capital Markets, Demand for inputs, Diminishing Returns, Marginal Revenue Product, Input demand curve, Labour Market and demand for labour, Shifts in input demand curves, Land markets and rent, Capital Market, Capital Income-Interest and profit [9]

International Economics: Trade surpluses and deficits, The economic basis for trade--absolute advantage and comparative advantage, Terms of trade, Exchange rates, Trade Barriers--tariffs, subsidies and quotas, The cases for free trade or protection [10]

Text Book:

1. Case Karl E. and Fair Ray C. Principles of Economics, Pearson Education Asia.

References:

1. Mankiw N. Gregory. Principles of Economics, Thomson.
2. Stiglitz J.E. and Walsh C.E. Principles of Economics, W.W. Norton & Co, New York.

EM 161 Mathematics for Economics-I 3-1-0-4

Basic Concepts: Sets and set operations, Real Numbers, Ordered pairs, Cartesian products, Intervals, Some properties of Point Sets in R^n – Euclidean distance, Neighbourhood, Boundary point of a set, Open, closed and bounded sets, Convex combination, Convex sets, Interior points, Strict convexity vs weak convexity	[10
Relations and Functions: Types of functions: polynomial functions- linear, Quadratic, Cubic and n^{th} degree polynomial, Rational functions, Rectangular hyperbola, Power, Exponential and logarithmic functions, Composite functions, The inverse function, Sequence and series- the concept of convergence of a sequence and its limit at a point, Properties of a convergent sequence, Series- arithmetic, geometric and harmonic	[10]
Differential Calculus: Univariate calculus, Continuity of a function, The concept of slope of a function, Derivative of a function, Conditions for differentiability, Rules of differentiation: sums, products and quotients of functions, Composite functions and the Chain Rule, Inverse functions, Derivative of different types of functions, Indeterminate forms and L'Hospital's Rule, Second and higher order derivatives, Applications to verify concavity and convexity, Taylor's series formula and the mean value theorem	[14]
Linear Algebra: Systems of linear equations: properties of their solution sets, Matrices: addition, product, rank of a matrix, Determinants and their properties, Inverse of a matrix, Application of Cramer's rule for solution of a system of linear equations	[8]
Vector Spaces: Algebraic and geometric properties, Scalar products, Basis of a vector space, Orthogonality, Linear transformations: properties, The Eigenvalue problem, Spectral decomposition of a square matrix, Quadratic Forms- positive/negative definite, Semi-definite and indefinite forms	[10]

Text Book:

1. Chiang Alpha C. and Wainwright Kevin (2013). Fundamental Methods of Mathematical Economics, McGraw Hill.

References:

1. Sydsaeter Knut and Hammond Peter J. Mathematics for Economic Analysis, Pearson Educational Asia.
2. Silberberg Eugene and Suen Wing. The Structure of Economics: A Mathematical Analysis, Irwin McGraw Hill.
3. Hoy, Michael, John Livernois, Chris Mckenna, Ray Rees and Thanasis Stengos, Mathematics for Economics, PHI Learning.
4. Alpha C. Chiang(1984). Fundamental Methods Of Mathematical Economics. (New Delhi: MC graw Hill, International Book Company).
5. Edward T. Dowling(1980). Introduction to Mathematical Economics (New Delhi: Tata MCgraw-Hill publishing company Ltd.).

EM 171 Statistics for Economics-I 2-1-2-4

Measures of Central Tendency: Arithmetic Mean, Median and Mode, Properties of Arithmetic Mean, Graphical Location of Median and Mode, Comparison of Mean, Median and Mode, Geometric and Harmonic Mean [10]

Index Number: Their Concept as Weighted Averages, Problems in the Construction of Index Numbers, Chain Index, Cost of Living Index Number , Wholesale Price Index and Cost of Living Index in India, Base Shifting, Uses of Index Numbers [8]

Dispersion, Skewness and Kurtosis: Range, Quartile Deviation, Mean Deviation and Standard Deviation, Properties of Standard Deviation, Comparison of Different Measures of Dispersion, Measures of Relative Dispersion-- Curve of Concentration [10]

Measurement of Inequality: Gini Coefficient and Coefficient of Variation/Lorenz Curve, Measures of Skewness and Kurtosis, The Concept of Moments [8]

Correlation Analysis: Elementary Analysis of Linear Correlation: Covariance, Scatter Diagram, Coefficient of Simple Correlation–Properties and the Method of Calculation, Concept of Spearman's Rank Correlation [8]

Regression Analysis: The Concept of Regression, Regression Lines and their Estimation in a Bivariate series, Least Squares Method, The Concept of R^2 and Standard Error of Estimate [8]

Text Book:

1. Gupta, S.P. Statistical Methods, Sultan Chand & Sons, New Delhi.

References:

1. Goon A. M, Gupta M. K. and Dasgupta B. Fundamentals of Statistics, Vol-I World Press, Kolkata.
2. Mood. A. M, Graybill, F A. and Boes D. C. Introduction to the Theory of Statistics, McGraw Hill.
3. Mukyopadhyay P. Mathematical Statistics. Kolkata Publishing House.
4. Murray R. Speigel Theory & Problems of Statistics, Schaum's Publishing Series.
5. Nagar and Das, Basic Statistics, OUP.
6. Gupta, S.C. and Kapoor, V. K. Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.

EL 101 Foundation Course in English 2-0-0-2

Sentence Structure: Elements of a sentence (Subject, Verb, Object, Complement and Adjunct) [4]

Transformation of Sentence Structure: Degrees of adjectives, Active and Passive Voice (statement, negative, interrogative and imperative), Direct and Indirect narration (statement, negative, interrogative and imperative) [4]

Correct Usage of Language: Tenses (Present, Past and Future), Modals (can, could, will, would, shall, should, may, might, must, ought to, need) Phrasal verbs, Determiners (a, an, the, little, a little, few, a few, much, more, most) [4]

Writing Skills: Theme (Paragraph) writing, Letter (formal, informal, business letters) and application writing, report writing, résumé writing [6]

Common Errors in Effective Communication: How to avoid common sentence– structural errors, vocabulary and pronunciation [4]

Reading Comprehension: Efficient reading and note taking. [4]

Text Book:

1. Leech Geoffery, English Grammar for today, Longman, Delhi.

References:

1. Hornby A.S.: A Guide to patterns and usage, Oxford University Press, Delhi.
2. Murphy and Reynold: Essentials of English grammar, Cambridge University Press.
3. Wren & Martin: English Grammar & Composition, S.Chand & Co, Delhi.
4. Quirk & Greenbaum: University English Grammar, Longman Publications.
5. Sharma, R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi.

MD 003 Environmental Studies 3-1-0-4

Environmental Science: Definition, scope and importance, Multidisciplinary nature [2]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); geneenvironment interaction; Endangered and endemic species of India [6]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature Suggested Case studies: i) Cultural Basics of our Environmental Crisis: ii) Ecofeminism [6]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources Suggested Case Studies: i) What has posterity ever done for me? ii) Energy policy and further future: The identity problem [6]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. Suggested Case Studies i) The tragedy of the commons: ii) We all live in Bhopal iii) The Silent Spring; [6]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health. Suggested Case Studies: i) Earth the Crowded Planet ii) Famine Affluence and morality iii) The world food supply [6] Protection and Prevention of Environment [6]

Protection and Prevention of Environment with Special intervention: Environment Protection and the Law: Constitution Provisions Relating to Environment, Constitutional provisions about [6]

states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil). Primary Protective Laws: Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010. Secondary Laws: Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it

Sustainable Development (Objective and Application): Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics Case studies a. Management Sciences: Carbon Credits and Trading, green marketing and cause related marketing b. Science and Engineering Issues: Organic farming, Renewable energy. c. Built Environments: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies d. Sustainable fashion: Online study of eco-fashion brands; how India can lead? e. Judicial activism [11]

Field Trip & Report writing: (Any one of the following) i) Visit to renewable energy site ii) Visit to biodiversity park iii) Workshop on sustainable fashion iv) Shekhawati and its environment v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

Text Books:

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001).
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004).

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015).
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986).
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973).
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press.
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987).
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992).

EM 181 Economic History of India 1857-1947 3-0-0-3

Introduction: Colonial India: Background and Overview of colonial economy, Macro Trends: National Income, Population, Occupational structure [11]

Agriculture and Industry: Agrarian structure and land relations, Agricultural markets and institutions – credit, commerce and technology, Trends in performance and productivity, Famines, Railways, The de-industrialisation debate, Evolution of entrepreneurial and industrial structure, Nature of industrialisation in the inter war period, Constraints to industrial breakthrough, Labor relations [15]

Economy and State in the Imperial Context: The imperial priorities and the Indian economy, Drain of wealth, International trade, capital flows and the colonial economy – changes and continuities, Government and fiscal policy [13]

Text Book:

1. Tirthankar Roy, The Economic History of India 1857-1947, Oxford University Press, 3rd edition, 2011.

References:

1. Irfan Habib, Indian Economy 1858-1914 (A People's History of India), Vol.28, Tulika.
2. R Dutta and K P M Sundaram: Indian Economy, S Chand.
3. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
4. Mishra and Puri: Indian Economy, Himalaya.

Spring Semester-First Year

EM 162 Principles of Economics-II 3-1-0-4

Introduction to Macroeconomics: The roots of macroeconomics, Difference between micro and macro economics, Macroeconomic concerns, Role of government in the macro economy, Components and Methodology of the macro economy, National Income Accounting, Black economy,The Classical System: The Full-Employment Model: Macroeconomic Equilibrium, the labour market, the product market, the capital market, extending the full employment model [18]

The Simple Keynesian Model: Aggregate expenditure and equilibrium output--aggregate output and aggregate income, Equilibrium aggregate output, Government participation in the economy, Fiscal policy at work--The Multiplier effect, Money in the Modern Economy, Characteristics of a monetary economy, The demand for money, The supply of money and overall liquidity position, Credit creation [16]

Inflation and Open Economy: The causes of inflation, Level of prices and the value of money, Fisher effect, Cost of inflation, Balance of Payments--The current and capital account, Determining equilibrium output in an open economy, Open economy with flexible exchange rates--Markets for foreign exchange, Factors affecting exchange rates, Effects of exchange rates on the economy [18]

Text Book:

1. Mankiw N. Gregory. Principles of Economics, Thomson.

References:

1. Stiglitz J.E. and Walsh C.E. Principles of Economics, W.W. Norton & Co, New York.
2. Stone R. and Stone G. National Income and Expenditure, Bowes and Bowes London.
3. Case Karl E. and Fair Ray C. Principles of Economics, Pearson Education Asia.

EM 172 Mathematics for Economics-II 3-1-0-4

Optimization: Necessary conditions for unconstrained maxima and minima, Points of inflection, Second order conditions, Optimization over an interval, Multivariate calculus: partial and total differentials of first and second order Applications to verify convexity/ concavity and quasi-convexity/quasi-concavity, Unconstrained optimization- first order conditions for optimization, Second order conditions, Constrained optimization with equality constraints: Lagrange method- first and second order conditions	[19]
Integral Calculus: Techniques of integration- substitution rule and integration by parts, Riemann integral- partition over an interval and Riemann Sum, Integrability of a function, fundamental theorem of integral calculus, properties of definite integrals, Improper integrals- applications in measuring consumer surplus and present value of an indefinite stream of payments under continuous discounting	[18]
Dynamics Methods: Linear first-order difference equations, Non-linear first order difference equations, Linear second order difference equations, Linear first order differential equations, Non-linear first-order differential equations, Linear second order differential equations	[15]

Text Book:

1. Chiang Alpha C. and Wainwright Kevin (2013). Fundamental Methods of Mathematical Economics, McGraw Hill

References:

1. Sydsaeter Knut and Hammond Peter J. Mathematics for Economic Analysis, Pearson Educational Asia.
2. Silberberg Eugene and Suen Wing. The Structure of Economics: A Mathematical Analysis, Irwin McGraw Hill.
3. Hoy, Michael, John Livernois, Chris Mckenna, Ray Rees and Thanasis Stengos, Mathematics for Economics, PHI Learning.
4. Alpha C. Chiang(1984). Fundamental Methods Of Mathematical Economics. (New Delhi: MC graw Hill, International Book Company).
5. Edward T. Dowling(1980). Introduction to Mathematical Economics (New Delhi: Tata MCgraw-Hill publishing company Ltd.).
6. RGD Allen(1986). Mathematical Analysis for Economists (New Delhi: Macmillan India Ltd).

EM 182 Statistics for Economics-II 2-1-2-4

Sampling Theory and Probability: Methods of sampling, Types, Properties of random samples, Non-random sampling, Sampling vs. non-sampling errors, Probability: Concepts of Sample Space and Events, Probability of an Event, Addition and Multiplication Theorems, Conditional Probability and Independence of Events, Bayes theorem [15]

Probability Distributions: Concept of a Random Variable, Discrete and Continuous Random Variable, Probability Density Function, Mathematical Expectation and its Properties, Sampling Distribution of Sample Mean and Variance, Theoretical Distributions: Binomial, Poisson and Normal distribution-its properties, Central Limit Theorem [17]

Estimation and Hypothesis Testing: Parameter and statistic, Estimates and estimators, Point estimators and its properties, Confidence intervals for population parameters, Hypothesis: null vs alternative hypotheses, Type I and Type II errors, Power of a test, Concept of degrees of freedom, Hypotheses testing related to population parameters based on *Z-test, t-test,* χ^2*-test, and F-test* [20]

Text Book:

1. Gupta, S.P. Statistical Methods, Sultan Chand & Sons, New Delhi.

References:

1. Goon A. M, Gupta M. K. and Dasgupta B. Fundamentals of Statistics, Vol-I World Press, Kolkata.
2. Mood. A. M, Graybill, F A. and Boes D. C. Introduction to the Theory of Statistics, McGraw Hill.
3. Mukyopadhyay P. Mathematical Statistics. Kolkata Publishing House.
4. Murray R. Speigel Theory & Problems of Statistics, Schaum's Publishing Series.
5. Nagar and Das, Basic Statistics, OUP.
6. Gupta, S.C. and Kapoor, V. K. Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.

BM 162 Business Communication 3-0-0-3

Introduction: Basic forms of communication, Communication models and processes, Effective communication, Theories of communication, Audience analysis [5]

Corporate Communication: Formal and Informal Communication networks, Grapevine, Miscommunication (Barriers), Improving Communication, Practices in Business Communication and Group discussions [6]

Report Writing: Introduction to a proposal, Elements of a Report, Short report and formal report, Report Preparation and Presentation [3]

Oral Presentation: Principles of oral presentations, Factors affecting presentation, Sales presentation, Training presentation, Conducting surveys, Speeches to motivate, Effective presentation skills and , Individual and group presentations [8]

Non-Verbal Aspects of Communication: Body language, Kinesics, Proxemics, Para language [3]

Effective Listening: Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars [7]

Interviewing Skills: Appearing in interviews, Conducting interviews, Writing resume and Letter of Application, Mock interviews [5]

Modern Forms of Communication: Fax, E-mail, Video-conferencing and their uses in business [2]

Text Book:

1. Kaul, Business Communication, Prentice Hall, New Delhi.

References:

1. Gupta, C.B., Business Communication, Sulthan Chand & Sons, New Delhi.
2. Rajendra Pal and Korlhalli J.S., Essentials of Business Communication , Sultan Chand & Sons, New Delhi.
3. Nirmal Singh, Business Communication Principles, Methods and Techniques - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Sharma, R.C., and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw McGraw-Hill Publishing Company Limited, New Delhi

CA 141 Application Software Laboratory 0-0-4-2

Introduction: MS office: MS word, Excel, and Powerpoint	[4]
MS WORD: Creating and Designing a Document, Entering text, Word excercise	[7]
Excel: Entering numbers and formulas, Excel excercise	[8]
Powerpoint: Moving and inserting text, Chart organization, Powerpoint excercise	[7]

Text Book:

1. P.K. Sinha, " Fundamentals of Computers", BPB Publication, New Delhi.

References:

1. Peter Norton's, "Introduction to Computers", TMH, New Delhi.
2. R. K Taxali, "PC Software for Windows", TMH, New Delhi.
3. Coutrer, "Mastering Office 2000", BPB Publication, New Delhi.
4. V.Rajaraman, "Introduction to Computer", PHI, New Delhi.

EM 192 Environmental Economics 3-0-0-3

Introduction: Key environmental issues and problems, Economic way of thinking about these problems, Basic concepts from economics, Pareto optimality and market failure in the presence of externalities, Property rights and other approaches [12]

The Design and Implementation of Environmental Policy: Overview, Pigouvian taxes and effluent fees, Tradable permits, Implementation of environmental policies in India and international experience, Transboundary environmental problems, Economics of climate change [12]

Environmental Valuation Methods and Applications: Valuation of non-market goods and services--theory and practice, Measurement methods, Cost-benefit analysis of environmental policies and regulations [8]

Sustainable Development: Concepts, Measurement, Perspectives from Indian experience [7]

Text Book:

1. Roger Perman, Yue Ma, Michael Common, David Maddison and James McGilvray, Natural Resource and Environmental Economics, Pearson Education/Addison Wesley, 4th edition, 2011.

References:

1. Charles Kolstad, Intermediate Environmental Economics, Oxford University Press, 2nd edition, 2010.
2. Robert N. Stavins (ed.), Economics of the Environment: Selected Readings, W.W. Norton, 6th edition, 2012.
3. Robert Solow, An Almost Practical Step toward Sustainability, Resources for the Future 40th anniversary lecture,1992.

Autumn Semester-Second Year

EM 241 Micro Economics-I 3-1-0-4

Consumer's Choice: Consumer preferences, Utility function-ordinal, and cardinal utility, Indifference curves and its properties , Indifference curve in case of -- Perfect substitutes, Perfect complements, Bads, Neutrals, Satiation, Discrete goods and well behaved preferences, Marginal utility and Marginal rate of substitution, Constructing a utility function from indifference curves, Budget constraint, Changes in budget line, Effect of taxes, subsidies, and rationing, Optimal choice and consumer demand in ordinal preferences, optimal choice under different goods and preferences [14]

Demand: Normal and inferior goods, Income offer curve and the Engel Curve, Shapes of income offer curves and Engel Curves in cases of- Inferior good, Perfect substitutes, Perfect complements, Cobb-Douglas preferences, Homothetic preferences, Quasi-linear preferences, Ordinary goods and Giffen goods, Price offer curve and its shapes in different conditions, Inverse demand function, Slutsky and Hicks equation, Compensated demand curves, Consumer's surplus: Marshallian and Hicksian [13]

Production: Inputs and outputs, Technological constraints and production set, Law of variable proportions, Law of returns to scale, Cobb-Douglas production function and its properties [12]

Cost: Fixed and quasi-fixed cost, Sunk cost, Variable costs, Marginal cost, Long-run costs- LAC and LMC, Economies and diseconomies of scale of Production, Dynamic changes in costs-the Learning Curve Profit maximization and cost minimization for a firm in short-run and long-run [13]

Text Book:

1. Ahuja H. L: Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press

EM 251 Macro Economics-I 3-1-0-4

National Income: Concepts of National Income, Rules and Methods of Measurement of National Income, Circular Flow of Income and expenditure in two, three, and four-sector economy, Measuring Inflation rate and Unemployment rate, The Relation between GDP Gap, Inflation rate and unemployment Gap [17]

Classical Macroeconomics: The aggregate supply function-Production function and aggregate supply curve, Say's law of markets, Output and Employment in classical theory, Quantity theory of money and aggregate demand function, classical model with and without saving and investment, Keynes' objection to the classical theory [17]

Keynesian Macroeconomics: Keynesian equilibrium, the consumption function, Effective demand, The multiplier, The simple Keynesian model of income and output determination, Keynes' fundamental psychological law of consumption and its implication, Government participation in the economy, Fiscal policy at work-The Fiscal Multiplier effect [18]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 261 Development Economics-I 3-1-0-4

Economic Growth and Development: Meaning of development and growth, Characteristics of less developed countries, Factors in Economic development, Measuring development and development gap — per capita income, inequality of income and wealth, Gini coefficient, Human Development Index , Physical Quality of Life Index, and other indices of development [17]

Theories of Economic Development: Classical (Smith, Ricardo, Malthus), Marxian – Theory of Social change, Immutable laws, Crisis in capitalism, Schumpeter and capitalist development, Rostow's stages of growth [15]

Approaches to Economic Development: Partial theories of growth and development, Vicious circle of Poverty, Circular causation, Theory of unlimited supply of labour, Big push, Balanced growth, Unbalanced growth, Circular causation theory, Critical Minimum Effort Thesis, Low level of equilibrium trap, Dualism: Technical, Behavioural and Social [20]

Text Book:

1. Ghatak, S. An Introduction to Development Economics, Allen and Unwin, London.

References:

1. Adelman, I. Theories of Economic Growth and Development. Stanford University.
2. Chenery, H. and T.N. Srinivasan (Eds) Handbook of Development Economics, Vols 1 & II Elsevier, Amsterdam.
3. Kindleberger, C. P. Economic Development, McGraw Hill, New York
4. Myint, H. Economic Theory and Underdeveloped Countries. Oxford University Press, New York.
5. Thirwal, A. P. Growth and Development, Macmillan, U. K.

EM 271 Data Analysis-I 1-0-4-3

Describing Data: Construction of graphs and its interpretation, Measure of central tendency-- Mean, Median and Mode and its interpretation, Measures of Deviation and Dispersion, and its uses in economic theory, Skewness and Kurtosis, Dot and Box plots and its explanation on Excel and SPSS statistical Package [18]

Bivariate Analysis: Correlation and its coefficient, Coefficient of determination, Testing the significance of the coefficient of correlation, Least square principle, Drawing the regression line, Assumption underlying linear regression on Excel and SPSS statistical Package [21]

Text Books:

1. Darren, G.: SPSS for Windows Step by Step: A Simple Guide and References 18.0 update (11th edition), Prentice Hall, New Delhi.
2. Lind, Marchal and Wathen: Basic Statistics for Business & Economics, McGraw Hill, New Delhi.

References:

1. Jaggia and Kelly : Business Statistics, McGraw Hill, New Delhi.
2. Bowerman, O'Connell and Murphree : Business Statistics in Practice, McGraw Hill, New Delhi.
3. Doane and Seward: Applied Statistics in Business and Economics, Tata McGraw-Hill, New Delhi.
4. Davis and Pecar: Business Statistics using EXCEL, Oxford University Press, New Delhi.

EM 231 Indian Economy-I 3-0-0-3

Colonialism and Underdevelopment of the Indian Economy: Meaning of Colonialism, British Rule and the Exploitation of India, The British Rule and India's Underdevelopment, State Policies and Economic Underdevelopment, The theory of drains — its pros and cons, Indian Economy at the Time of Independence, Planning exercises in India - National Planning Committee, Bombay Plan, People's Plan, Gandhian Plan, The Planning Commission [10]

Structure of the Indian Economy: Nature of the Indian Economy- Developing, Dualistic and Mixed Economy, Natural Resources and Ecological Issues- Land, water, Mineral and forest resources, Ecological Imbalance [07]

Broad demographic features: Population size and growth rates, Sex composition, Rural-urban migration, Occupational distribution, Problem of over-population, Population policy, Infrastructure development - Energy, Energy Crisis and Strategy, Transport and Communication [10]

Planning in India: Objectives, Strategy, Broad achievements and failures, Current Five Year Plan — Objectives, allocation and targets, New economic reforms — Liberalization, privatization and globalization, Rationale behind economic reforms, Progress of privatization and globalization [12]

Text Book:

1. Mishra and Puri (Latest Edition): Indian Economy, Himalaya Publication, New Delhi.

References:

1. R Dutt and K P M Sundaram: Indian Economy, S Chand.
2. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
3. Planning Commission: Eleventh Five Year Plan, Vol I, II and III, Academic Foundation.
4. Government of India: Economic Survey (latest issue).

Spring Semester-Second Year

EM 242 Micro Economics-II 3-1-0-4

Analysis of Competitive Markets-I: Properties of Perfect Competition, elasticity and market demand, Elasticity and revenue, Income elasticity and Cross elasticity, Pure competition, Supply decision of a competitive firm, Shut-down condition, Inverse supply function, Profits and producer's surplus in the short run, Long-run supply curve of a competitive firm, Industry supply curve in the short-run, Elasticity and market supply, Industry long-run supply curve, Profits and producer's surplus in the long-run [18]

Analysis of Competitive Markets-II: Evaluation of government policies- consumer and producer surplus, Efficiency of a competitive market, Minimum prices, Price support and Production quotas, Competitive factor market- the market demand and market supply of inputs, Equilibrium in a competitive factor market [16]

Monopoly, Monopsony and Monopolistic Market: Characteristics of Monopoly, Output decision of a monopolist- short-run and long-run equilibrium, Equilibrium of a multiplant Monopolist, Monopoly power and its sources, Deadweight loss from monopoly power, Natural monopoly, Monopsony and monopsony power, Price discrimination, Selling cost and excess capacity in monopolistic competition [18]

Text Book:

1. Ahuja H. L. Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press

EM 252 Macro Economics-II 3-1-0-4

Theories of Consumption and Investment: Consumption function, Absolute, relative, permanent and life cycle income hypothesis, Decisions to invest- Autonomous and Induced investment, MEC and MEI schedule, Profit and accelerator theories of investment, Rate of interest and Rate of investment, Role of finance beyond the interest rate [18]

Neo-classical and Keynesian Synthesis: Neo-classical and Keynesian views on interest, IS-LM approach of interest rate, Elasticity and shifts of IS and LM schedules, Extension of IS-LM model with government sector, Relative effectiveness of monetary and fiscal policies, Crowding out hypothesis, Extension of IS-LM models with labour market and flexible prices [17]

Open Economy Models: International flows of capital and goods, Saving and investment in an open economy, Mundell-Fleming model - Asset markets, Expectations and exchange rates, Open economy under floating and fixed exchange rates, Open economy and policy measures: fiscal, monetary and trade policies [17]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 262 Development Economics-II 3-1-0-4

Economic Development and Institutions: The choice of technology, Appropriate technology and employment in LDCs, Efficiency of small-scale vs. large-scale production, Markets and market failure, State and state failure, Issues of good governance, Need for investment criteria in LDCs: Types, Cost Benefit Analysis, Alternative investment criteria [17]

International aspects of Economic Development: International trade as an engine of growth, Static and dynamic gains from trade, Prebisch, Singer and Myrdal theses vs. free trade, Export-led growth, Tariffs and effective protection, WTO and developing countries, External resources, FDI, Aid vs. trade, Need for planning, Types – Democratic, Decentralized and Indicative planning, Micro-level planning [17]

Development and Environment: Environment- Economy linkage, Environment as a necessity and luxury, Population environment linkage, Allocation problem, Market failure for environmental goods, Environment as a public good, Common Property Resources, Property right approach to environmental problem-property rights approach, Property rights and environmental problems, Coarse theorem, Coarse theorem and transaction cost, Prevention, Control and abatement of pollution, Concept and indicators of sustainable development [18]

Text Book:

1. Ghatak, S: An Introduction to Development Economics, Allen and Unwin, London.

References:

1. Todaro, M. P. Economic Development, Longman, London.
2. Thirwal, A. P. Growth and Development, Macmillan, U. K.
3. Kindleberger, C. P. Economic Development, McGraw Hill, New York.
4. Myint, H. Economic Theory and Underdeveloped Countries. Oxford University Press,New York.
5. Adelman, I. Theories of Economic Growth and Development. Stanford University Press, Stanford.
6. Behrman, S. and Srinivasan T. N. Handbook of Development Economics. Vol.I to III, Elsevier, Amsterdam.
7. Mishra and Puri: Growth and Development, Himalya Publishing House, Delhi.

EM 272 Data Analysis-II 1-0-4-3

Multivariate Analysis: Multiple regression and correlation analysis, Multiple standard error of estimate, ANOVA table and its interpretation, Adjusted coefficient of determination, Evaluating the assumption of Multiple regression on Excel and SPSS statistical package [21]

Hypothesis Tests: One-tailed and Two-Tailed tests of significance: *t-test*, *ANOVA*, *Chi-Square-test* and explanation of result on Excel and SPSS statistical package [18]

Text Books:

1. Lind, Marchal and Wathen: Basic Statistics for Business & Economics, McGraw Hill, New Delhi.
2. Darren, G.: SPSS for Windows Step by Step: A Simple Guide and References 18.0 update (11th edition), Prentice Hall, New Delhi.

References:

1. Jaggia and Kelly : Business Statistics, McGraw Hill, New Delhi.
2. Bowerman, O'Connell and Murphree : Business Statistics in Practice, McGraw Hill, New Delhi.
3. Doane and Seward: Applied Statistics in Business and Economics, Tata McGraw-Hill, New Delhi.
4. Davis and Pecar: Business Statistics using EXCEL, Oxford University Press, New Delhi.

EM 232 Indian Economy-II 3-0-0-3

Important Areas of Concern: Poverty and inequality, Unemployment, Rising prices, Industrial relations [07]

Agriculture: Nature and importance, Trends in agricultural production and productivity, Factors determining productivity, Land Reforms, New agricultural strategy and green revolution, Rural credit, Agricultural marketing [10]

Industry: Industrial development during the planning period, Some Major Industries in India-Iron and Steel, Sugar Industry. Industrial licensing policy — MRTP Act, Competition Act, FERA and FEMA, Growth and problems of small-scale industries, Role of public sector enterprises in India's industrialization [10]

External Sector: Role of foreign trade, Trends in exports and imports; Composition and direction of India's foreign trade, Balance of payments crisis and the New economic reforms — Export promotion measures and the new trade policies, Foreign capital — FDI, Aid, Multinational corporations (MNCs) [12]

Text Book:

1. Mishra and Puri (Latest Edition): Indian Economy, Himalaya Publication, New Delhi.

References:

1. R Dutt and K P M Sundaram: Indian Economy, S Chand.
2. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
3. Planning Commission: Eleventh Five Year Plan, Vol I, II and III, Academic Foundation.
4. Government of India: Economic Survey (latest issue).

Autumn Semester-Third Year

EM 371 Micro Economics-III 3-0-0-3

Game Theory: Game Theory: The pay-off matrix of a game, Two person zero sum and constant – sum game, Pure strategy and saddle point solutions, Concept of Nash equilibrium, Method of dominance and mixed strategies, Prisoner's Dilemma and the Commons problem [12]

Oligopoly: Characteristics and sources of oligopoly, Price and Output Determination under Oligopoly, Duopoly, Kinked Demand curve, Collusive Oligopoly: Cartels-Joint profit maximization and market sharing; Price Leadership – model of low cost firm, large dominant firm and barometric price leadership, Concepts of single and multiple basing point price system [13]

General Equilibrium and Welfare Economics: Interrelations and Interdependence of Markets, General Equilibrium in Exchange and Production, General Equilibrium in Competitive Product Market, Pareto optimality, Competitive equilibrium and pareto optimality, Welfare theorems, Social welfare functions, Concept of fairness, Arrow's impossibility theorem [14]

Text Book:

1. Ahuja H. L: Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press.

EM 381 Public Finance-I 3-0-0-3

Public Goods: Meaning and scope of public finance, Public finance vs. private finance, Fiscal functions allocation, Distribution and stabilisation role of government, Public goods - pure and partial public goods, Private goods and merit goods, Characteristics of public goods, Rationale of public provision of public goods, Free rider problem and externality, Role of government – taxes vs. regulation, Fundamental principle of public finance – Maximum Social Advantage [12]

Public Expenditure: Classification and growth of public expenditure, Wagner's law of increasing state activity, Peacock- Wiseman Hypotheses, Canon of public expenditure, Effects of public expenditure on production, Distribution and economic activities, Public sector pricing policy-average cost and marginal cost pricing, Criteria for public investment- Social cost-benefit analysis, Evaluation under risk and uncertainty [13]

Public Revenue: Sources and classification of public revenue- tax and non tax revenue, Direct and indirect taxes, Effects of tax on production, Distribution and economic activities, Principles of taxation – Benefit theory, Ability to pay theory, Burden of taxation, Neutrality in taxation, Shifting and incidence of taxation, Taxable capacity, Allocative and equity aspect of taxation [14]

Text Book:

1. Tyagi, B.P. Public Finance (Latest edition), Jai Prakash Nath & Company, Meerut.

References:

1. Atkinson and Stiglitz. Lectures on Public Economics.
2. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
3. Musgrave, R.A, The Theory of Public Finance.
4. Houghton J. M. The Public Finance: Selected Reading, Penguin.
5. Goode R. Government Finance in Developing Countries. Tata McGraw Hill.
6. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
7. Musgrave, R.A. Public Finance in Theory and Practices. McGraw Hill.

EM 391 Elementary Econometrics 3-0-0-3

Introduction: Definition, Nature and Methodology of Econometrics [6]

Regression Models: Two-variable linear regression model, Assumptions, OLS method of estimation, Importance of stochastic error term, Gauss-Markov theorem, Standard Errors of regression coefficients, Concepts and derivation of R^2 and adjusted R^2, ANOVA, Normality assumptions, Maximum likelihood estimation, K-variable linear regression model, estimation of the model [18]

Problems in Regression Analysis: Multicollinearity- sources, effects, detection and solution; Heteroscedasticity- tests, consequences, solution; Autocorrelation- sources, consequences, detection, remedies [15]

Text Book:

1. Gujrati, D.N. & Sangeetha : Basic Econometrics, Tata McGraw Hill Education Private Limited, New Delhi.

References:

1. Koutsoyiannis, A.: Theory of Econometrics, Macmillan Press Ltd, London.
2. Johnston, J. & Dinardo, J.: Econometric Method, Wiley & Sons, New York.
3. Woolridge, J.F. : Introductory Econometrics: A Modern Approach, South-Western College Publication, Mason.
4. Gupta S.C and Kapoor V.K., Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.
5. Kmenta J., Elements of Econometrics, University of Michigan Press.

EM 303 International Economics-I 3-0-0-3

Importance of Trade and Trade Theories: Importance of the study of International Economics, Inter-regional and international trade, Theories of absolute advantage, Comparative advantage and opportunity cost, Factor Endowments and Heckscher-Ohlin theory of trade — its main features, assumptions and limitations, Empirical studies - Leontief Paradox, Rybzynski effect, Factor price equalization and Stolper-Samuelson Theorem [13]

Trade and Economic Growth: Gains from trade— their measurement and distribution, Technical Progress and International Trade, Growth and Trade: Small and Open country cases, Concepts of terms of trade and their importance in the theory of trade, Doctrine of reciprocal demand — its importance and limitations in the theory of trade [14]

International Trade Policy: Trade restrictions: Tariff, Partial Equilibrium analysis of Tariff, Theories of Tariff structure, Import Quotas and other Non-tariff barriers, Economic Integration: Customs Union and Free Trade Areas, WTO and India [12]

Text Book:

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London.

References:

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Walter, Krause : International Economics, Houghton Miffin Publisher, Boston.
5. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.
6. Mithani, D.M.: International Economics, Himalya Publishing House, Delhi.

EM 313 Monetary Economics-I 3-0-0-3

Demand for Money: Classical and Keynesian approaches to demand for money, Post-Keynesian approaches to demand for money — Patinkin and the Real Balance Effect, Approaches of Baumol and Tobin, Friedman and the modern quantity theory [13]

Supply of Money: RBI approach to money supply, High powered money and money multiplier, Money supply and open economy, Mechanistic and behavior model of money supply, Control of money supply [13]

Commercial Banking: Meaning, Functions of commercial banks, the process of credit creation and its limitations, Balance sheet of Commercial banks, Investment policy, Recent reforms in banking sector in India [13]

Text Book:

1. Hajela, T N (2008). Monetary Economics, Konark Publisher Pvt. Ltd., New Delhi.

References:

1. Lewis M. K. and P.D.Mizen (2000): Monetary Economics, Oxford.
2. Jadhav Narendra (2006): Monetary Policy, Financial Stability & Central Banking, Macmillan.
3. Baye and Jansen(1996): Money, Banking and Financial Markets, AITBS.
4. Gail E. Makinen (1978): Macroeconomics: Concepts, Theories and Policies, Money, The Price Level and Interest Rate, Prentice hall India Ltd.
5. David E.W.Laidler(1977): The Demand for Money: Theories & Evidence, Dun-Donnelly.
6. O. P. Kotwal (1987): Theories of Inflation: A Critical Survey, Tata-McGraw-Hill Publishing Co. Ltd.
7. Ackley G, (1978): Macroeconomics: Theory & Policy, New York, Macmillan.

Spring Semester-Third Year

EM 372 Macro Economics-III 3-0-0-3

New Classical Macroeconomics: The new classical critique of micro foundations, New classical approaches- the Phillips curve, Natural rate of unemployment, Rational expectations, Lucas on micro foundation of macroeconomics, Policy implications of new classical approach — empirical evidence [14]

Theories of Growth: Harrod-Domar model- instability of equilibrium, Solow and Kaldor growth models, Technological progress - embodied and disembodied technical progress: Hicks and Harrod approach [12]

Business Cycle: Nature and characteristics of business cycle, Schumpeterian theory of business cycle, The concept of accelerator, Samuelson and Hicks multiplier-accelerator interaction model, Monetary and Overinvestment theories, Control of trade cycles [13]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 382 Public Finance-II 3-0-0-3

Public Debt: Sources of public borrowing, Importance of public borrowing, Effects of public debt, Tax vs. Debt, Burden of public debt-classical approach, Shifting of debt burden, Intergenerational shifting, Methods of debt redemption, Debt management [12]

Budget: Concepts, Balanced vs. unbalanced budget, Balanced budget theorem and its criticism, Budgetary deficits and their limitations, Budget as an instrument of Economic policy, Zero based budgeting, Salient features of the recent union budget of India [13]

Issues in Indian Public Finance: Black money, Taxation of agriculture, Subsidies, Tax reforms in India: DTC and GST, Tax evasion, Trends in deficit spending, Expenditure reform, Shrinking size of development finance through budgets, Financial autonomy: centre state financial relation [14]

Text Book:

1. Tyagi, B.P. Public Finance (Latest edition), Jai Prakash Nath & Company, Meerut.

References:

1. Atkinson and Stiglitz. Lectures on Public Economics.
2. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
3. Musgrave, R.A, The Theory of Public Finance.
4. Houghton J. M. The Public Finance: Selected Reading, Penguin.
5. Goode R. Government Finance in Developing Countries. Tata McGraw Hill.
6. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
7. Musgrave, R.A. Public Finance in Theory and Practices. McGraw Hill.

EM 392 Applied Econometrics 3-1-0-4

Regressions with Qualitative Independent Variables: Dummy variable technique — Testing structural stability of regression models comparing to regressions, Interaction effects, Seasonal analysis, Piecewise linear regression, Use of dummy variables, Regression with dummy dependent variables — Applications [16]

Time Series Analysis: Stationarity, unit roots, Co-integration-spurious regression, Dickey-Fuller test, Engle-Granger test, Random walk model, Forecasting with ARIMA modelling, Box-Jenkins methodology, Vector Autoregression, Problems with VAR modelling — Applications [19]

Panel Data Techniques: Panel data techniques — Random coefficients model, Fix effects model, Random effect model [17]

Text Book:

1. Gujrati, D.N. & Sangeetha : Basic Econometrics, Tata McGraw Hill Education Private Limited, New Delhi.

References:

1. Koutsoyiannis, A.: Theory of Econometrics, Macmillan Press Ltd, London.
2. Johnston, J. & Dinardo, J.: Econometric Method, Wiley & Sons, New York.
3. Woolridge, J.F. : Introductory Econometrics: A Modern Approach, South-Western College Publication, Mason.
4. Gupta S.C and Kapoor V.K., Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.
5. Kmenta J., Elements of Econometrics, University of Michigan Press.

EM 304 International Economics-II 3-0-0-3

Exchange Rate: Concept and Types of Exchange Rate, Fixed versus Flexible exchange rate, Demand for and Supply of foreign exchange, Exchange Rate Determination: Trade or Elasticity Approach, Purchasing-Power Parity Theory, The Monetary Model to Exchange Rates, Asset or Portfolio Model of Exchange Rates, [13]

Balance of Trade and Payments: Concepts and components of balance of trade and balance of payments, Equilibrium and disequilibrium in balance of payments, Consequences of disequilibrium in balance of payments, Various measures to correct deficit in the balance of payments, Monetary approach to Balance of Payments, Concept and implications of foreign trade multiplier [14]

International Economic Institution: Functions of GATT/WTO (TRIPS, TRIMS), UNCTAD, IMF, World Bank and Asian Development Bank — achievements and failures, Forms of economic co-operation, Reforms for the emergence of international monetary system and trading blocs at the global level [12]

Text Book:

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London.

References:

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Walter, Krause : International Economics, Houghton Miffin Publisher, Boston.
5. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.
6. Mithani, D.M.: International Economics, Himalya Publishing House, Delhi.

EM 314 Monetary Economics-II 3-0-0-3

Central Banking: Functions of a central bank, Quantitative and qualitative methods of credit control — The Reserve Bank of India: Roles and Functions, Monetary Policy of the RBI, Liquidity Adjustment Facility (LAF), Limitations of monetary policy of RBI [13]

Financial Markets: Structure of money market and capital market — Call money market, Treasury bill market, Commercial bill market including commercial paper and certificate of deposits, Government securities market, Primary and secondary market for securities [12]

NBFIs: Definition and Types of NBFIs: UTI, Mutual Funds, Insurance Companies, Provident Funds and Pension Funds, Growth and impact of NBFIs, Control of NBFIs, The Securities and Exchange Board of India - Genesis, Organization, Objectives and Functions, Performance of SEBI, IRDAI and its role in financial markets, Financial Sector reforms in India [14]

Text Book:

1. Hajela, T N (2008): Monetary Economics, Konark Publisher Pvt. Ltd., New Delhi.

References:

1. Lewis M. K. and P.D.Mizen (2000): Monetary Economics, Oxford.
2. Jadhav Narendra (2006): Monetary Policy, Financial Stability & Central Banking, Macmillan.
3. Baye and Jansen(1996): Money, Banking and Financial Markets, AITBS.
4. Gail E. Makinen (1978): Macroeconomics: Concepts, Theories and Policies, Money, The Price Level and Interest Rate, Prentice hall India Ltd.
5. David E.W.Laidler(1977): The Demand for Money: Theories & Evidence, Dun-Donnelly.
6. O. P. Kotwal (1987): Theories of Inflation: A Critical Survey, Tata-McGraw-Hill Publishing Co. Ltd.
7. Ackley G, (1978): Macroeconomics: Theory & Policy, New York, Macmillan.

EM 324 Financial Economics 3-0-0-3

Introduction: Evolution of limited liability companies, Alternative sources of fund for a firm, Debt and equity instruments of various types- a brief discussion of advantages and disadvantages associated with each type of instrument due to asymmetric information and agency problems -Concepts of Primary market and Secondary market	[11]
Concept of Present Value and its use in Finance: Time value of money and opportunity cost of capital, Investment decisions based on the concept of present value, Basics of bond valuation, Basic of stock valuation	[10]
Financial Statement Analysis: Analysis of financial statement and ratios, Accounting concepts, Profit and loss accounts and cash flow statements, Ratio analysis	[11]
Financial derivatives: Various forms of derivatives, Functioning of derivative markets	[8]

Text Book:

1. Gupta, S.B, Monetary Economics- Institutions, Theory and Policy, S. Chand & Sons, New Delhi.

References:

1. John Hull : Fundamentals of futures and options market, Prentice Hall; 5th edition.
2. P.Chandra : Financial management theory and practice, Mc Graw Hill, (2004)
3. Bharati.V. Pathak. The Indian Financial System : Markets , Institutions and Services, Pearson Longm, 2nd edition, (2007).
4. Bhole. LM.- Financial Institutions and Markets.

Syllabus

Bachelor of Business Administration
(w.e.f. 2017)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

Programme: Bachelor of Business Administration (B. B. A.)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

Curriculum Structure (2017-18 onwards)
First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	EL 101	Foundation Course in English	2	-	-	2	3	25	25	50
	BM 121	Principles of Management	3	-	-	3	3	25	25	50
	FA 141	Financial Accounting	3	-	-	3	3	25	25	50
	EM 121	Microeconomics	3	-	-	3	3	25	25	50
	FA 111	Business Statistics	3	-	-	3	3	25	25	50
	CA 111	Fundamentals of Computers and Information Technology	3	-	-	3	3	25	25	50
	CA 141	Application Software Laboratory	-	-	4	2	4	25	25	50
	MDC 003	Environmental Science	3	1	-	4	3	25	25	50
		Sub Total	**20**	**1**	**4**	**23**				
	GE 103	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 162	Business Communication	3	-	-	3	3	25	25	50
	BM 132	Organisation Behaviour	3	-	-	3	3	25	25	50
	BM 152	Entrepreneurship Development	3	-	-	3	3	25	25	50
	EM 122	Macroeconomics	3	-	-	3	3	25	25	50
	FA 162	Cost Accounting for Managers	3	1	-	4	3	25	25	50
	CA 192	Database Management System	3	-	-	3	3	25	25	50
			18	**-**	**-**	**19**				
	GE 104	Proficiency (Non-Credit) #	-	-	-	1				

Curriculum Structure (2017-18 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	BM 231	Marketing Management-I	3	-	-	3	3	25	25	50
	BM 241	Human Resource Management-I	3	-	-	3	3	25	25	50
	BM 251	Business Regulatory Framework-I	3	-	-	3	3	25	25	50
	FA 241	Financial Management-I	3	-	-	3	3	25	25	50
	BM 261	Management Information System and Knowledge Management	3	-	-	3	3	25	25	50
	FA 211	Corporate Accounting	3	-	-	3	3	25	25	50
		Foreign Language-I ‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 203	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 232	Marketing Management-II	3	-	-	3	3	25	25	50
	BM 242	Human Resource Management-II	3	-	-	3	3	25	25	50
	BM 292	Business Regulatory Framework-II	3	-	-	3	3	25	25	50
	FA 242	Financial Management-II	3	-	-	3	3	25	25	50
	BM 262	Electronic Commerce	3	-	-	3	3	25	25	50
	FA 214	Basic of Taxation Laws	3	-	-	3	3	25	25	50
		Foreign Language-II ‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 204	Proficiency (Non-Credit) #	-	-	-	1				

‡ *Refer to the Foreign Languages section*
Note: *Each student shall undergo Internship of Six weeks during the break after Spring Semester of Second year in an approved organization.*

Curriculum Structure (2017-18 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	BM 331	International Business	3	-	-	3	3	25	25	50
	FA 361	Quantitative Analysis for Managerial Applications-I	3	-	-	3	3	25	25	50
	BM 381	Strategic Management	3	-	-	3	3	25	25	50
	BM 371	Retail Management	3	-	-	3	3	25	25	50
	BM 361	Introduction to Production and Operations Management	3	-	-	3	3	25	25	50
	FA 371	Business Mathematics	3	-	-	3	3	25	25	50
	BB 302	Internship**	-	-	-	6	-	100		
		Sub Total	**18**	**-**	**-**	**24**				
	GE 303	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 332	Business Environment	3	-	-	3	3	25	25	50
	FA 362	Quantitative Analysis for Managerial Applications-II	3	-	-	3	3	25	25	50
	BM 314	Services Marketing	3	-	-	3	3	25	25	50
	BM 392	Rural Marketing	3	-	-	3	3	25	25	50
	BM 324	Business Ethics and Values	3	-	-	3	3	25	25	50
	EM 292	Indian Financial System	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 306	Proficiency (Non-Credit) #	-	-	-	1				
		Total Credits				**126**				

Evaluation of Proficiency will be based on the participation in co- curricular / extra-curricular activities.
**Course Work (CW) would include regularity, evaluation of assignments, surprise tests, etc.*
***Evaluation of Internship would comprise of Project Report and Viva-voce.*

COURSE DESCRIPTION & SUGGESTED READINGS
B. B. A.
First Year (Autumn Semester)

EL 101 Foundation Course in English 2-0-0-2

Sentence Structure: Elements of a sentence (Subject, Verb, Object, Complement and adjunct). [4]

Transformation of Sentence Structure: Degrees of adjectives, Active and Passive Voice (statement, negative, interrogative and imperative), Direct and indirect narration (statement, negative, interrogative and imperative). [4]

Correct Usage of Language: Tenses (Present, Past and Future), Modals (can, could, will, would, shall, should, may, might, must, ought to, need) Phrasal verbs, Determiners (a, an, the, little, a little, few, a few, much, more, most). [6]

Writing Skills: Theme (Paragraph) writing. Letter (formal, informal, business letters) and application writing, report writing, résumé writing. [4]

Common Errors in Effective Communication: How to avoid common sentence–structural errors, vocabulary and pronunciation. [4]

Reading Comprehension: Efficient reading and note taking. [4]

Text Book:

1. Leech Geoffery: English Grammar for today, Longman, Delhi

References:

1. Hornby A.S.: A Guide to patterns and usage, Oxford University Press, Delhi
2. Murphy and Reynold: Essentials of English grammar, Cambridge University Press.
3. Wren & Martin: English Grammar & Composition, S.Chand & Co, Delhi
4. Quirk & Greenbaum: University English Grammar, Longman Publications
5. Sharma, R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi

BM 121 Principles of Management 3-0-0-3

Introduction: Concept, Nature, Process and Significance of Management, Coordination as essence of Management, Development of Management Thought- Classical, Neo-Classical, Behavioural, Systems and Contingency Approaches. [6]

Planning: Nature, Scope and Objectives of Planning, Types of Plans, Planning Process, Management By Objectives (MBO), Decision Making-Concept, Types, Process and Techniques. [7]

Organizing: Concept, Nature, Process and Significance, Span of Control, Departmentation, and Types of an Organization, Authority-Responsibility, Delegation and Decentralization, Formal and Informal Organization. [7]

Staffing: Concept, Nature and Importance of Staffing. [4]

Motivation and Leading: Nature and Importance of Motivation, Types of Motivation, Theories of Motivation-Maslow, Herzberg, X, Y and Z. Leadership Styles-Likert's System of Management, Tannenbaum and Schmidt Model and Managerial Grid. [9]

Controlling: Concept and Process of Controlling, Types of Control, Control Techniques, and Effective Control Systems. [6]

Text Book:

1. Mathew, M.J.; Management, Sheel Sons, Jaipur.

References:

1. Gupta, C.B.; Principles and Practice of Management, Mayoor Paperbacks, Jaipur
2. Harold, Koontz and Weihrich; Essentials of Management TMH, New Delhi
3. Scott, Thomas; Management Competing in the New Era, Tata McGraw Hill, New Delhi
4. Prasad, L.M.; Principles and Practices of Management, Sultan Chand and Sons, New Delhi

FA 141 Financial Accounting 3-0-0-3

Depreciation, Provisions and Reserves: Concept, Causes of Depreciation, Depreciation Accounting, Methods of recording Depreciation, Methods of providing Depreciation, Depreciation of different assets, Depreciation of Replacement Cost, Depreciation Policy as per Accounting Standard 4, Provisions and Reserves [6]

Final Accounts- Preparation of final accounts from Trial balance- Adjustment entries – Preparation of final accounts with adjustments [10]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers [7]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance [7]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal [4]

Joint Venture Accounts: Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment [5]

Text Book:

1. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur.

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc.
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand and Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced accounts, S.Chand & Co. New Delhi.
5. Compendium of Statement and Standards of Accounting: The Institute of Chartered Accountants of India, New Delhi
6. Maheshwari, S.N.: Advanced Accounting, Vikas Publishing House, Delhi
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi

EM 121 Microeconomics 3-0-0-3

Introduction: Meaning, nature and scope. Basic concepts of Economics—Equilibrium, Utility, Opportunity cost, Marginal and Incremental principles. [5]

Theory of Demand: Demand for a Product, Individual demand, Market demand, determinants of demand, Elasticity of demand and its determinants, Importance of elasticity of demand. [9]

Theory of Consumer Behaviour: Utility analysis, Indifference curve analysis. [7]

Theory of Production and Costs: Law of variable proportions, iso-quants, economic region and optimum factor combination, expansion path, returns to scale, internal and external economies, Ridge lines, Theory of cost in short run and long run, Revenue function. [9]

Theory of Firm and Market Organization: Pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly, kinked demand curve, and price leadership. [9]

Text Book:

1. Dwivedi D.N.: Pinciples of Economics, Vikas Publishing House, New Delhi.

References:

1. Koutsoyiannis A.: Modern Micro-economics, Macmillan New Delhi
2. Richard G. Lipsey: An introduction to positive Economics, ELBS, Oxford.
3. G. Stigler: The Theory of price; Prentice Hall Of India, New Delhi
4. Neils & Parker: The Essence of Business Economics, Prentice Hall Of India, New Delhi
5. Ferguson P.R.and Rothschild R. and Ferguson G. J.: Business Economics, Macmillan, Hampshire.
6. Ahuja H.L.: Business Economics; S.Chand & Company, New Delhi
7. Seth M.L.: Principles of Economics, Laxminarayan Agarwal, Educational Publishers, Agra
8. Jhingan M.L.: Micro Economic Theory, Vrinda Publications Pvt. Ltd., Delhi

FA 111 Business Statistics 3-0-0-3

Introduction to Statistics: Definition, scope, uses, misuses and limitations of statistics. Collection of primary and secondary data, approximation and accuracy, statistical errors. [3]

Classification and Tabulation of Data: Meaning and Characteristics, frequency distribution- simple and manifold tabulation, Graphs of Frequency Distribution and Curves, Ratio-scale graph. [4]

Measures of Central Tendency: Arithmetic Mean— simple and weighted, Partition values- Median (including Quartiles, Deciles and Percentiles), Mode, Geometric and Harmonic Means-simple and weighted. [9]

Measures of Dispersion: Absolute and Relative Measures of Dispersion— Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance. Moments, Skewness and measures, Kurtosis and measures. [7]

Analysis of Bivariate Data: Correlation-Meaning and Significance, Scatter diagram, Correlation graph, Karl Pearson's coefficient of linear correlation between two variables, Coefficient of correlation by Spearman's Rank Differences method and Concurrent Deviation method. [6]

Regression Analysis: Meaning and significance, Lines of Regression, Relationship between Correlation and Regression. [3]

Index Numbers: Meaning, types and uses, Methods of constructing Price and Quantity indices (Simple and Aggregate), Tests of Adequacy, Fisher's Ideal Index number, Chain-based index numbers, Base shifting, Splicing and Deflating, Problems in constructing index numbers, Consumer Price index. [7]

Text Book:

1. S.P.Gupta: Statistical Methods, Sultan Chand & Sons, Delhi

References:

1. Hooda, R.P.: Statistics for Business and Economics; Macmillan, New Delhi
2. Ya-Lun Chou: Statistical Analysis with Business and Economic Applications, Holt; Rinehart and Winster, New York.
3. Lewin and Rubin: Statistics for Management; Prentice-Hall of India, New Delhi.
4. Sancheti D.C. and Kapoor V.K.: Statistics (Theory, Methods & Application); Sultan Chand & Sons, New Delhi
5. Hoel & Jaessen: Basic Statistics for Business and Economics; John Willey and Sons, New York.
6. Sharma, Jain, Pareek: Business Statistics; Shivam Book House, Jaipur
7. Ranga, Gupta, Goyal, Bhatnagar, Soni: Business Statistics; Ajmera Book Company, Jaipur
8. Rajpurohit, Maheshwari, Sharma: Business Statistics; Ramesh Book Depot, Jaipur
9. Nagar, K.N.: Practical Problems in Statistics; Meenakshi Prakashan, Meerut

CA 111 Fundamentals of Computers and Information Technology 3-0-0-3

Computer Concepts: Definition, Block Diagram and Applications in Modern Society, History, Types and Generations. [3]

Functional Units of Computer Processing System: Hardware, CPU, Storage Devices and Media, VDU, Input/Output Devices, Data Communication Equipments, Information Concept and Processing-Data, Information, Knowledge and Wisdom. [8]

Data Representation: Representation of Data, Bits and Bytes, Number System, Binary, Octal, Hexadecimal, Conversions, Arithmetic Operations in Binary Numbers, ASCII and EBCDIC, BCD Character Sets. [6]

Software Concepts: Types of Software, Programming Language, Machine Language, Assembly Language, High Level Language, Generations of Language, Assembler, Interpreter, Compiler. [6]

Operating System: Functions, System Call, Interrupts, Concept of Resource Manager, Batch Processing, Multiprogramming, Multiprocessing, Time Sharing and Real Time System, MS-DOS, MS-Windows. [10]

Data Communication: The Basic Communication System, Data Transmission Modes-Simplex, Half Duplex, Full Duplex, LAN, MAN, WAN, Network Topologies. [6]

Text Book:

1. P.K. Sinha, " Fundamentals of Computers", BPB Publication, New Delhi

References

1. Peter Norton's, "Introduction to Computers", TMH, New Delhi
2. R. K Taxali, "PC Software for Windows", TMH, New Delhi
3. Coutrer, "Mastering Office 2000", BPB Publication, New Delhi
4. V.Rajaraman, "Introduction to Computer", PHI, New Delhi

CA 141 Application Software Laboratory 0-0-4-2

Assignments are based on the course CA 111 Fundamentals of Computers and Information Technology.

MDC003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:

i) Cultural Basics of our Environmental Crisis:

ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:

i) What has posterity ever done for me?

ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. [06]

Suggested Case Studies:

i) The tragedy of commons:
ii) We all live in Bhopal
iii) The Silent Spring;

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply

[06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.

Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it.

[06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

[11]

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
e. **Judicial activism**

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

[04]

Text Books

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001)
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004)

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015)
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986)
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973)
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987)
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992)
7. Lester Brown, Christofer Favin, Sandra Postel, Vision of a Sustainable World, The Worldwatch Reader, Ed Lester R. Brown New York (1991)
8. W.P. Pruden and S.H. Anderson, Environmental Sciences, Charles. E., Meredith Publication, NY, USA(1983)

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O.

P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)

12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

First Year (Spring Semester)

BM 162 Business Communication 3-0-0-3

Introduction: Basic forms of communication, Communication models and processes, Effective communication, Theories of communication, Audience analysis [5]

Corporate Communication: Formal and Informal Communication networks, Grapevine, Miscommunication (Barriers), Improving Communication, Practices in Business Communication and Group discussions [6]

Report Writing: Introduction to a proposal, Elements of a Report, Short report and formal report, Report Preparation and Presentation [3]

Oral Presentation: Principles of oral presentations, Factors affecting presentation, Sales presentation, Training presentation, Conducting surveys, Speeches to motivate, Effective presentation skills and , Individual and group presentations [8]

Non-Verbal Aspects of Communication: Body language, Kinesics, Proxemics, Para language [3]

Effective Listening: Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars [7]

Interviewing Skills: Appearing in interviews, Conducting interviews, Writing resume and Letter of Application, Mock interviews [5]

Text Book:

1. Kaul, Business Communication, Prentice Hall, New Delhi.

References :

1. Gupta, C.B., Business Communication, Sulthan Chand & Sons, New Delhi.
2. Rajendra Pal and Korlhalli J.S., Essentials of Business Communication , Sultan Chand & Sons, New Delhi.
3. Nirmal Singh, Business Communication Principles, Methods and Techniques - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Sharma, R.C., and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Varinder Kumar and Bodh Raj, Business Communication, Kalyani Publishers, New Delhi.

Modern Forms of Communication: Fax, E-mail, Video-conferencing and their uses in business [2]

BM 132 Organisation Behaviour 3-0-0-3

Introduction: Concept, Significance, Skills and Roles of OB in an organization, Disciplines contributing to OB. [4]

Individual and Group Dimensions: Personality, Perception, Motivation – Maslow's Theory, ERG Theory, Herzberg's Two Factor Theory, McClelland's Need Theory, Vroom's Expectancy Theory. [9]

Interpersonal and Group Dynamics: Johari window, Transactional Analysis, Concept of Group, Types of Group, Formal and Informal Group, Group Norms, Group cohesiveness, Stress Management. [9]

Leadership: Trait Theory, Situational Theory, Managerial Grid, Hersey Blenchard Theory, Fiedler's Contingency Theory. [6]

Managing Conflict: Concept, Reasons for Conflict. Intra-individual, Inter-personal and Group Conflicts. [5]

Managing Change: Factors of Organisational Change, Resistance to Change, Change Agents. [6]

Text Book:

1. Prasad, L.M. :Organisation Behavior; Sultan Chand & Sons, New Delhi.

References:

1. Stephen P.Robbins; Organisation Behavior; Prentice Hall India, New Delhi.
2. Luthans, Fred: Organisation Behavior; Tata McGraw Hill, New Delhi.
3. Khanka, S.S. :Organisation Behavior; Sultan Chand &Sons, New Delhi.
4. Moorhead Griffin; Organisation Behavior, Jaico Publishing House, Mumbai
5. Hershey, Blenchard, Johnson,: Management of Organization Behaviour, Pearson Education, New Delhi
6. Newstrom W.John and Devis Keith :Organisation Behavior, Tata McGraw Hill, New Delhi.

BM 152 **Entrepreneurship Development** **3-0-0-3**

Introduction: Entrepreneur—Definition, Types, Characteristics, Entrepreneurship—Concept, Characteristics, Process, Theories of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurship vs. Intrapreneurship, Women Entrepreneurship, Role of Entrepreneurs, Rural Entrepreneurship—Role and Prospects, [8]

Project Identification and Financial Analysis: Meaning of project, project identification, formulation, feasibility analysis, financial analysis-cost and revenue estimates, techniques of financial analysis. [8]

Entrepreneurship Development: Meaning, Objectives, Issues of Entrepreneurship Development Programmes (EDP), EDP Organisations—MDI, EDII, Industrial Sickness and Role of BIFR. [8]

Incentives and Subsidies: Need, Objectives, Schemes and Advantages, Institutional Finance to Entrepreneurs—SIDBI, NABARD, KVIC. [5]

Small-scale Industries: Concept, evolution, role, problems and prospects, policies governing small-scale industries, organizational structure, ownership pattern, export potential of small-scale industries. [10]

Text Books:

1. Desai, Vasant; Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, New Delhi
2. Gupta, C B. & Shrinivasan, N.P.; Entrepreneurship Development in India, Sultan Chand & Sons, New Delhi.

References:

1. Shrivastava, S.B.; A Practical guide to Industrial Entrepreneurs, Sultan Chand & Sons, New Delhi
2. Holt, David H., Entrepreneurship-New Venture Creation, Prentice Hall of India, New Delhi.
3. Ghosh, Biswanath; Entrepreneurial Development in India National Publishing House, Jaipur
4. Dr.Arun Kaulgod; Entrepreneurial Management, Vikas Publishing, New Delhi

EM 122 Macroeconomics 3-0-0-3

Introduction: Meaning, nature and scope, Importance of macroeconomics, Limitations of macroeconomics, Difference between micro and macroeconomics. [6]

National Income Accounting: Meaning of National Income and National Product, measurement of National Income, difficulties in the measurement of National Income, National Income as a measure of welfare and economic progress. [11]

Theory of Income and Employment: Classical theory of output and employment, Say's law of markets, Keynesian theory of income determination, determinants of Macro equilibrium with aggregate demand and aggregate supply functions under employment, Keynes' criticism of Say's law and classical theory of income and employment, Theory of multiplier. [14]

Business Cycles: Phases of business cycles, features of business cycles, theories of business cycles. [8]

Text Book:

1. Dwivedi D.N.: Pinciples of Economics, Vikas Publishing House, New Delhi.

References:

1. Jhingan, M.L.; Macro economic theory, HPH; Mumbai
2. Ahuja, H.L.; Macroeconomics; S.Chand &Co, New Delhi.
3. Seth, M.L.: Macroeconomics, Laxmi Narayan Agarwal Educational, Agra.
4. Vaish, M.C.: Macro Economic Theory, Vikas Publishing House, New Delhi.
5. Sethi, T.T: Monetary Economics, S.Chand & Company Ltd., New Delhi.

FA 162 Cost Accounting for Managers 3-1-0-4

Introduction to Cost Accounting: Meaning, Definition, Scope and uses of cost accounting, Difference between cost accounting and financial accounting, Cost concepts and classification of costs [5]

Accounting for Material: Material control—Concept and techniques, Pricing of material issues, Treatment of material losses. [6]

Accounting for Labour: Labour cost control procedures, Labour turnover, Idle time and overtime, Methods of wage payment—time and piece rates, Incentive schemes. [6]

Accounting for Overheads: Classification and departmentalization, Absorption of overheads, Determination of overhead rates, Under and over absorption, and its treatment. [7]

Methods of Cost Ascertainment:

a. Unit costing [3]

b. Job, Batch and Contract costing [8]

c. Operating costing [5]

d. Process Costing: Excluding interpersonal profit and equivalent production [6]

Budgeting Control: Introduction, Importance of Budgeting techniques, Types of Budgets [6]

Text Book:

1. Arora, M.N., Cost Accounting-Principles and Practice, Vikas Publishing Housing, New Delhi

References:

1. Jain, S.P., and Narang K.L., Cost Accounting, Kalyani, New Delhi.
2. Anthony Robert, Reece, et al, Principles of Management accounting, Richard D. Irwin Inc Illinois
3. Horngren, Charles, Foster and Datar, Cost Accounting-A Managerial Emphasis, Prentice-Hall of India, New Delhi.
4. Khan, M.Y., and Jain P.K., Management Accounting, Tata McGraw Hill.
5. Kaplan, R.S., and Atkinson A.A., Advanced Management Accounting, Prentice India International.
6. Tulsian, P.C., Practical Costing, Vikas Publishing House, New Delhi.
7. Maheshwari, S.N., Advanced problems and Solutions in Cost Accounting, Sultan Chand & Sons, New Delhi.
8. Jain, Khandelwal, Pareek, Cost Accounting, Ajmera Book Company, Jaipur
9. Oswal, Rajpurohit, Maheshwari, Modi, Cost Accounting, Ramesh Book Depot, Jaipur.
10. Bhattacharya, Principles & Practice of Cost Accounting, Prentice Hall of India, Delhi
11. Dutta, Cost Accounting: Principles & Practice, Pearson Education, Delhi
12.

CA 192 Database Management System 3-0-0-3

Introduction: Database and Database users, Characteristics of Database, Database systems, Data models, schemes and instances, DBMS architecture and data independence, Functions of DBA. [9]

File Organization Techniques: Types of files—Sequential files, Random files and Indexed Sequential files, Normalizations. [6]

Relational Model Concepts: DML, DDL, DCL, Query in RDBMS, Relational constraint, relational algebra, Introduction to SQL, database design. [9]

Data Normalization: Functional Dependencies, normal form based on primary key (1NF, 2NF, 3NF and BCNF), Security—Data base security, recovery, and authorization. [10]

Advanced Concepts: Distributed database and Client server architecture, Data warehousing and Data mining, emerging database technologies and Applications. [5]

Text Book:

1. R Elmarsi & S B Navathe, "Fundamentals of Database Systems", Addison Wesley, New Delhi

References:

1. A Silberschatz, H Korth, S Sudershan, "Data Base Concepts", TMH, New Delhi
2. Bipin Desai, "An Introduction to Database Systems", Galgotia Publications, New Delhi
3. A K. Majumdar, P Battacharya, "Database Management System", TMH, New Delhi
4. Jim Melton, A Simon, "Understanding The New SQL- A Complete Guide", Morgon Kaufmann Publishers, New Delhi

Second Year (Autumn Semester)

BM 231 Marketing Management-I 3-0-0-3

Introduction: Nature and Scope of Marketing, Importance of Marketing, The Marketing Concept, Selling vs. Marketing, Marketing Mix. [7]

Marketing Environment: Micro-Environment, Macro-Environment—Demographic, Economic, Natural, Technological, Politico-Legal and Socio-Cultural Environments, Indian Marketing Environment. [7]

Buyer Behaviour and Market Segmentation: Factors influencing Buyer Behaviour, Buying Decision Process, Profile and Features of Indian Consumers, Market Segmentation- Meaning, Levels, Bases of Segmentation. [9]

Managing the Product: Product Planning, Product Mix, Deciding Product Policy, Product Line Decisions, Product Differentiation, Brand Equity, Packaging, Labelling, Concept of Product Life Cycle, New Product Development Process. [9]

Pricing: Pricing Objectives, Factors influencing Pricing, Types of Pricing, Pricing Procedure. [7]

Text Book:

1. Chhabra, T.N & Grover, S.K; Marketing Management, Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; Marketing Management, Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; Marketing Management, Mc Millan, New Delhi.
3. Shrivastava, P.K; Marketing Management, Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi.

BM 241 Human Resource Management-I 3-0-0-3

Introduction: Concept, Scope, Objectives and Environment of HRM, Personnel Management vs. HRM. [7]

Acquisition of Human Resource: Human Resource Planning, Job Analysis, Job Design, Recruitment Sources, Methods, Selection Process—Tests, Interviews. [9]

Training and Development: Need, Objectives, Methods of Training, Evaluation and Development Programmes. [8]

Performance Appraisal: Concept, Objectives, Techniques of Performance Appraisal and Limitations. [8]

Compensation and Benefits: Job Evaluation- Concept, Process, Significance, Components of Employee Compensation—Financial and non-financial. [7]

Text Book:

1. Rao, V.S.P.; Human Resource Management, Excel Books, New Delh

References:

1. Aswathappa; Human Resource Management, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B. and Gankar, S. V.; Personnel Management, Himalaya Publishing House, New Delhi.
4. Dessler, Gary; Human Resource Management, Pearson Education, New Delhi.

BM 251 Business Regulatory Framework-I 3-0-0-3

The Indian Contract Act, 1872: Nature of contract, classification, Offer and acceptance, Capacity of parties to contract, Free consent, Consideration, Legality of object, Agreements expressly declared void, Performance of contract, Discharge of contract, Remedies for breach of contract. [18]

Sale of Goods Act, 1930: Goods and their classification, Price, Conditions and Warranties, Transfer of Property, Rights of an Unpaid seller. [8]

Indian Partnership Act, 1932: Definition and nature of Partnership, Rights and Duties of a Partner, Dissolution of a Partnership. [6]

The Consumer Protection Act, 1986: Objectives and Scope of the Act, Definition of Consumer, Consumer Protection Council, Consumer Disputes Grievance Redressal Machinery—District Forum, State and National Commission. [7]

Text Book:

1. Kapoor, N.D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

References:

1. Kuchhal, M.C.; Business Law, Vikas Publishing House, New Delhi.
2. Mathew, M.J.; Principles and Practices of Commercial Law, RBSA Publisher, Jaipur.
3. Tulsian, P.C.; Business Law, Tata Mc Graw-Hill Publishing Company Ltd, New Delhi.
4. Singh, Avtar: Mercantile Law, Eastern Book Co., Lucknow.

FA 241 Financial Management-I 3-0-0-3

Financial Management: Meaning, Concept and objectives, Scope and functions, understanding markets and changing Environment of Business, Finance and other discipline. [4]

Financial Decisions: Long-term financing, Short-term Financing, Term Financing, Venture capital. [3]

Capital Structure: Theories—Net Income, Net Operating Income, Modigliani-Miller Approach and Traditional Approach, Determinants of Capital Structure. [10]

Financial Analysis through Leverages: Operating and financial leverages, their measure, Effects on profit, analyzing alternate financial plans, combined financial and operating leverages, Indifference point. [4]

Analysis of Financial Statements: Techniques of Financial Analysis, Ratio analysis, Funds-Flow Analysis, Cash Flow Analysis. [12]

Management of Working Capital: Nature and Significance of working capital, Operating cycle and factors determining Working Capital requirements, Estimation of Working Capital. [6]

Text Book:

1. Agarwal, M.R.: Financial Management; Garima Publication, Jaipur

References:

1. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
2. Van Horne J.C.: Fundamentals Of Financial Management; Prentice Hall of India, New Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi
4. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi
5. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
6. Brigham E.F., Gapenski L.C. and Ehrhardt M.C.: Financial Management: Theory and Practices; Harcourt College Publishers, Singapore.
7. Bhalla V.K.: Modern Working Capital Management; Anmol Publication New Delhi.
8. Agarwal & Agarwal: Financial Management; Ramesh Book Depot, Jaipur

BM 261 Management Information System and Knowledge Management 3-0-0-3

MIS and Concept of Management: Elements, Characteristics, Need, Objectives, Importance, Limitations of Management, Relationship between MIS and Computer, Role of MIS in the functions of Management. [8]

Information Concept: Classification and Levels of Information, Techniques of Data Collection, Quality aspect of Information, Value of Information, Relation between MIS and Information. [5]

Knowledge Management: Definition, Evolution, Types, Implication for Knowledge Management, challenges, KMSLC, Comparative studies between SDLC and Knowledge Management system development, Role of Knowledge developer. [8]

Decision Making: Decision Making Concepts, Rationality in Decision Making, Decision Support System, MIS as a technique for programmed decisions, Model of Decision Making, Methods, MIS and Role of Decision Making. [6]

Typical Information Systems: Marketing, Financial, Material, Production and Human Resource Management Information Systems. [6]

Development of MIS: Strategic and project planning for MIS, Conceptual System design, Detailed Design, Implementation, Evaluation and maintenance of MIS. [6]

Text Book:

1. Jawadekar, "Management Information System", TMH, New Delhi

References:

1. R G Murdick, J E Ross, J R Clagget, "Information Systems for Modern Management", PHI, New Delhi
2. Jawadekar, "Management Information System", TMH, New Delhi
3. Sadagopan, "Management Information System", PHI, New Delhi
4. Parker, Case, Thomas, "Management Information System: Strategies and Action", TMH, New Delhi
5. Elias M. Awad, "Knowledge Management", TMH, New Delhi
6. W. H. Inmon, "Building Data Warehousing", Wiley Publishing House, New Delhi
7. Han, Jiawei, Kamber, Michelinal, "Data Mining Concepts & Techniques", Harcourt India, New Delhi

FA 211 Corporate Accounting 3-0-0-3

Accounting for Share Capital: Issue, Forfeiture, Re-Issue of Equity Shares, Sweat Equity Shares, Employee Stock Option, Right shares and Bonus shares, Buyback of Equity shares, Issue and Redemption of Preference shares. [11]

Accounting for Loan Capital: Classes of Debentures, Difference between Share and Debenture, Issue and Redemption of Debentures. [9]

Final Accounts of Companies: Statement of Affairs and Statement of Profit and Loss including computation of managerial remuneration and disposal of profits. Forms of Balance Sheet, Profit prior to incorporation. [9]

Valuation of Goodwill of Companies: Need, Components, General Factors affecting Goodwill, Methods of Evaluation. [5]

Valuation of Shares: Need and Methods of Evaluation. [5]

Text Book:

1. Maheshwari S.N.: Corporate Accounting, Vikas Publishing House, New Delhi

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand & Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced Accounts, S.Chand & Co. Delhi
5. S.N. Maheshwari: Advanced Accounting, Vikas Publishing House, Delhi
6. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi
8. Sehgal & Sehgal: Advanced Accountancy – I and II; Taxmann Publications, Delhi
9. Oswal, Agarwal, Modi, Surolia, Bhargava: Financial Accounting; Ramesh Book Depot, Jaipur

Second Year (Spring Semester)

BM 232 Marketing Management-II 3-0-0-3

Marketing Channels: Types of Channels, Channel Functions, Logistics and Physical Distributions- Objectives and Functional Areas of Physical Distribution, Physical Distribution in the Indian Context. [8]

Marketing Communication: Meaning and Importance, Communication Objectives, Effective Communication, Communication Process. [5]

Promotion Tools: Advertising- Meaning, Objectives, Types in Advertising decisions, Planning and evaluation of Advertising Campaign, Trends in Advertising in India, Personal Selling—Objectives, Functions and Principles, Public Relations—Importance and Methods, Direct Marketing, Sales Promotion. [11]

Marketing Research and Control: Need for Marketing Research, Marketing Research Process, Techniques, Need and Tools of Control. [10]

Marketing Challenges: Marketing in 21st Century, Impact of Globalization, Technological Advances, Deregulation of Marketing in India. [5]

Text Book:

1. Chhabra, T.N & Grover, S.K; Marketing Management, Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; Marketing Management, Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; Marketing Management, McMillan, New Delhi.
3. Shrivastava, P.K; Marketing Management, Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi

BM 242 Human Resource Management-II 3-0-0-3

Industrial Relations: Concept, Importance, Industrial Conflicts and Dispute Settlement Machinery. [6]

Trade Unions: Meaning, Importance of Unionship, Evolution of Trade Union Movement in India, Union Problems, Measures to strengthen Trade Union, Employee welfare and Social security measures. [9]

Collective Bargaining: Concept, Process, Pre-requisites of Collective Bargaining, Collective Bargaining vs. Negotiation Skills. [6]

Grievance Procedure and Discipline: Introduction, Objectives, Essential pre-requisites of Grievance procedure, Disciplinary procedure. [8]

Employee Participation: Objectives, Forms of Employee Participation. [5]

International HRM: Dimensions, Domestic HRM and International HRM, Basic steps in HRM, the expatriate problem. [5]

Text Book:

1. Rao, V.S.P.; Human Resource Management, Excel Books, New Delhi.

References:

1. Aswathappa; Human Resource Management, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B.and Gankar, S. V.; Personnel Management, Himalaya Publishing House, New Delhi.
4. Dessler Gary; Human Resource Management, Pearson Education, New Delhi.

BM 292 **Business Regulatory Framework-II** **3-0-0-3**

Negotiable Instruments Act, 1881: Essentials of a Negotiable Instrument, Kinds of Negotiable Instruments, Holder and Holder in Due Course, Negotiation by Endorsement, Crossing of a Cheque, Dishonor and Discharge of a Cheque. **[11]**

The Companies Act, 2013 (Basic Knowledge): Essential Characteristics of a Company, Types of Companies, Memorandum of Association, Articles of Association, Prospectus, Shares- Kinds, Allotment, Transfer and Purchase by a Company of its own shares, Protection of Minority Shareholders from Mismanagement and Oppression. **[12]**

Company Management: Appointment and Removal of Directors, Rights and Liabilities of Director, Meeting- Kinds of Meetings and Resolution. **[10]**

Foreign Exchange Management Act, 2000: Definition, Provisions, Authorized person, revocation of authorization Powers of Reserve Bank, Appeal, Appellate Tribunal, Directorate of Enforcement. **[6]**

Text Book:

1. Kapoor, N.D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

References:

2. Kuchhal, M.C.; Business Law, Vikas Publishing House, New Delhi

3. Mathew, M.J.; Principles and Practices of Commercial Law, RBSA Publisher, Jaipur.

4. Tulsian, P.C.; Business Law, Tata Mc Graw-Hill Publishing Company Ltd, 5. New Delhi.

6. Kapoor, N.D.; Elements of Company Law, Sultan Chand & Sons, New Delhi.

FA 242 Financial Management-II 3-0-0-3

Capital Budgeting: Nature of Investment decisions, Identifying relevant cash flows, cash flows vs. accounting profit investment, Evaluation criteria, Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, NPV and IRR comparison, Project selection under capital rationing. [10]

Cost of Capital: Significance of cost of capital, Calculating cost of debt, Preference shares, equity capital and retained earnings, Combined (weighted) cost of capital. [8]

Dividend Policy Decision: Dividend and Valuation Theories. [5]

Management of Cash: Introduction, objectives of cash management, motives for holding cash, Cash management techniques and models. [4]

Management of Receivables: Introduction, objectives, Credit policies Credit terms and collection policies. [4]

Management of Inventory: Introduction, objectives and techniques of inventory management. [4]

Marginal Costing and Managerial Techniques: Meaning, Difference between marginal costing and absorption costing method, Break Even Analysis (with Break even chart and Indifference point). [4]

Text Book:

1. Agarwal, M.R.: Financial Management; Garima Publication, Jaipur

References:

1. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
2. Van Horne J.C.: Fundamentals of Financial Management; Prentice Hall of India, New Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi
4. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi
5. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
6. Brigham E.F., Gapenski L.C. and Ehrhardt M.C.: Financial Management: Theory and Practices; Harcourt College Publishers, Singapore.
7. Bhalla V.K.: Modern Working Capital Management; Anmol Publication New Delhi.
8. Agarwal & Agarwal: Financial Management; Ramesh Book Depot, Jaipur

BM 262 Electronic Commerce 3-0-0-3

Introduction to E-commerce: Meaning and concept, Need for E-commerce, Classification of E-commerce, Electronic vs. Traditional commerce, E-commerce and E-business, Business applications of E-commerce, E-commerce as an electronic trading System, Special features. [7]

Network Infrastructure and Protocol: LAN, Ethernet, WAN, Internet, TCP/IP, DNS, FTP, E-mail, WWW server, Web Browser, HTTP. [6]

Electronic Payment System: Introduction, Online Payment System, Prepaid electronic payment system, post paid electronic system, E-cheques, Debit and Credit Cards, Smart Cards, E-purses. Credit and legal risk of e-payment system. [6]

Website Design: Role of website in B2C E-commerce, website strategies and web-site design principles, Push and pull technologies, Alternative methods of customer communication. [6]

Business to Business E-Commerce: Need and alternative of B2B E-commerce, Technologies, EDI and paperless trading, EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, Features of EDI service arrangements, Internet-based EDI. [8]

Securing Network Transaction: Security policy, Procedures and practices, Transaction Security, Fireball, Cryptography Algorithm, Public Key Algorithm, Authentication Protocol, Digital Signature, Site Security, E-Mail Security. [6]

Text Book:

1. Bharat Bhasker, "Electronic Commerce", TMH, New Delhi

References:

1. David Whiteley, "E-Commerce", TMH, New Delhi
2. Chandra T N, R.K. Suri, Sanjiv Verma, "E-Commerce New Vistas for Business",Dhanpat Rai & Co., New Delhi
3. Jim A. Carter, "Developing E-Commerce Systems", PHI, New Delhi

FA 214 Basic of Taxation Laws 3-1-0-4

Basic Concepts: Definitions, Basis of Charge, Residential Status, Scope of Total Income - Exempted income [4]

Heads Of Income: Income from Salaries, Income from House property, Income from Business or Profession, Capital gains, Income from other sources [12]

Total Income: Deemed income, Set off and Carry forward of losses Deductions from Gross Total Income, Assessment of Individual, Tax Deducted at Source, E-filing of return. [11]

Central Excise and Customs: (a) Nature and Scope of Central Excise, Important Terms and Definitions under the Central Excise Act and related rules, General Procedure, CENVAT.

(b) Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act 1975 and the related Rules [10]

Central Sales Tax Act, 1956 and VAT: (a)Important terms and definitions under Central Sales Tax Act, 1956—Nature and Scope of Central Sales Tax Act, Provisions relating to inter-state sales, Sales inside a State, Sale/Purchase in the course of Import and Export out of India.

(b) Meaning and need of VAT and related rules [10]

Service Tax: Formation and functions of DGST, Existing schemes for levy, assessment & collection of service tax and related rules [05]

Text Books:

1. Ahuja Girish and Gupta Ravi: Practical approach to Income Tax, Wealth Tax and Central Sales Tax; Bharat Law House Pvt. Ltd., New Delhi.
2. Agarwal, Saini, Surolia: CST & RST; Ramesh Book Depot, Jaipur

References:

1. Central Excise Act.
2. Customs Act.
3. Central Sales Tax Act.
4. Patel, Chaudhary: CST & RST; Chaudhary Prakashan, Jaipur

Third Year (Autumn Semester)

BM 331 International Business 3-0-0-3

Introduction: Nature of International Business, Need to study, Drivers of IB, IB vs. Domestic Business, Routes of Globalization, Multinational Corporations. [6]

Theories of Global Trade and Investment: Foreign Trade Policies, Trade Theories, Foreign Direct Investment—Basic concepts, FDI in India. [7]

Politico-Legal, Technological and Cultural Environment of International Business:

Political Environment—Democracy, Totalitarianism, Political Risk.

Legal Environment—Systems of Law, International Disputes Resolution, Areas of Concern for MNCs.

Technological Environment—Features of Technology, Impact of Technology, Implications for MNCs, Issue of Technology Transfer.

Cultural Environment—Nature, Elements of Culture and their implications for IB. [11]

Economic Environment and International Financial Management: Income-wise classification of countries, Economic Systems, Trade Barriers.

International Financial Management— Nature, FOREX Management, Balance of Payments, International Financial Markets, Role of International Financial Institutions— IMF, WB. [10]

Major Regional Trading Institutions and Groups: WTO, SAARC, ASEAN, EU, OPEC. [5]

Text Book:

1. Aswathappa, K.; International Business, Tata McGraw Hill, New Delhi.

References:

1. Cherunilam, Francis; International Business; Prentice Hall India, New Delhi
2. Daniels, John D., Lee H. Radebaugh, Daniel P. Sullivan; International Business, Pearson Education, New Delhi.
3. Hill, Charles W. L.; International Business, Tata McGraw Hill, New Delhi.
4. International Business Environment: IBO-01 (IGNOU), New Delhi

FA 361 Quantitative Analysis for Managerial Applications-I 3-0-0-3

Quantitative Techniques: Scope and applications of quantitative techniques, Scientific approach to decision-making, Limitations. [2]

Probability: Probability as a concept, the three approaches to defining probability, Laws of Probability, Mathematical Expectation and Variance of a random variable, Bayes' Theorem. [10]

Probability Distributions: Probability distribution as a concept, Binomial, Poisson and Normal Distributions, their properties and parameters, applications in business. [14]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. [4]

Game Theory: Game models, Solution of 2 x n and m x 2 games, Use of linear programming and Graphical techniques. [5]

Decision Theory: Decision making under certainty, Uncertainty and Risk, pay-off table, Decision Tree analysis. [4]

Text Book:

1. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
3. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi
4. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

BM 381 Strategic Management 3-0-0-3

Introduction: Concept of Strategy, Levels of Strategy, Strategy vs. Tactics, Role of Strategic Management in organisations, Benefits and Limitations of Strategic Management, Strategic Management Process, Vision, Mission and Objectives	[5]
Environmental Analysis: Characteristics and Components of Environment, External Environmental Sectors – Market, Technological, Supplier, Economic, Regulatory, Political, Socio-cultural and International, Organisational Appraisal, Strategic Advantages Profile (SAP), Environmental Threat and Opportunity Profile (ETOP), SWOT Analysis, Competitor Analysis	[10]
Corporate and Business-level Strategies: Grand Strategies – Stability, Expansion, Retrenchment and Combination Strategies, Porter's Generic Strategies – Cost Leadership, Differentiation and Focus	[12]
Strategic Analysis and Choice: Strategic Choice Process, Portfolio Analysis Techniques – BCG, GE, SPACE and Hofer's Matrices	[7]
Strategy Evaluation and Control: Importance of Strategic Evaluation, Participants and Barriers in Evaluation, Requirements for Effective Evaluation, Strategy Evaluation Process, Techniques of Strategic Evaluation and Control	[5]

Text Book:

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi

References:

1. Prasad, L. M., Strategic Management, Tata McGraw Hill, New Delhi.
2. Pearce & Robinson, Strategic Management-Formulation, Implementation and Control, Tata McGraw Hill, New Delhi.
3. Hitt, Ireland and Hokkinson, Strategic Management- Competitiveness & Globalisation, Southwestern –Thompson Learning, New York.
4. Pearce & Robinson Jr. II, Strategic Management, A.I.I.B.S Distributors, New Delhi.
5. Nanjundaiah, R. and Ramesh S., Strategic Planning & Business Policy, Himalaya Publishing House, New Delhi.

BM 371 Retail Management 3-0-0-3

Introduction to Retailing System: Concept, Characteristics, Functions, Advantages and Disadvantages of retailing system, Changes in Retailing business, Branding through Retailers, Consumption-related Megatrends, Drivers of Success in the Retail sector, Stock Turns, Credit Management [8]

Retailing Patterns: Store-based Retailing – Form of Ownership and Merchandise offered, Non-Store Retailing – Direct Selling and Direct Response Marketing, Supply Chain Management. [8]

Consumer Behaviour and Retail Store Location: Forces influencing Retail Consumer – Social, Technological and Competitive; Retail Store Location – Concept, Importance, Types and Factors affecting Location Decision [8]

Retail Atmospherics: Exterior Atmospherics, Interior Atmospherics, Store Layout and Visual Merchandising [8]

Retail Marketing Mix: e-tailing, Customer Service and People [7]

Text Books:

1. Pradhan, Swapna; Retailing Management – Text and Cases; TMH, New Delhi.
2. Bajaj, Tuli and Srivastava; Retail Management; OUP, New Delhi.

References:

1. Sinha, P. K. and D. P. Uniyal; Managing Retailing; OUP, New Delhi.
2. Berman, Barry and Joel Evans; Retail Management; Pearson Education, New Delhi.
3. Diamond, Jay and GeraidPintel; Retailing; Prentice-Hall, NJ.
4. Levy, Michael & Barton A. Weitz; Retailing Management; Irwin, London.
5. Morgenstein, Melvin and HarriatStrongin; Modern Retailing; Prentice-Hall, NJ.

BM 361 Introduction to Production and Operations Management 3-0-0-3

Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting. [4]

Plant Location and Utilities: Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control. [3]

Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques. [5]

Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications. [7]

Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement- Time Study. [10]

Quality Control: Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle. [10]

Text Book:

1. Aswathappa. K & Bhat, Shridhar. K; Production and Operations Management, Himalaya Publishing House, New Delhi.

References:

1. Goel, B.S; Production Operations Management, Pragati Prakashan, Meerut.
2. Adam & Ebert; Production and Operations Management, PHI, New Delhi.
3. Buffa & Sarin; Modern Production/Operation Management, John Wiley & Sons, New Delhi.
4. Production/Operations Management, MS-53 (IGNOU), New Delhi

FA 371 Business Mathematics 3-0-0-3

Permutations and Combinations: Meaning and Applications. [3]

Sequences and Series: Arithmetic and Geometric Progressions. [3]

Matrix Algebra: Matrices, type of matrices and determinants, adjoint, transpose and Inverse of a matrix. Value of a determinant, Cramer's Rule and its applications, use of matrices in solution of equations. [7]

Functions: Linear, quadratic, exponential and logarithmic. [5]

Trigonometry: Elements of Trigonometry, Trigonometric ratios of sum and difference of angles, multiple angle, inverse trigonometric ratios. [6]

Differentiation: Using first principles, differentiation of sum, difference, product and division of function, chain rule of differentiation, Simple applications of differential coefficients, maxima and minima. [8]

Integration: Integration as an anti-derivative, methods of integration, use of standard formulae, Simple applications of integration. [7]

Text Book:

1. Kapoor V.K.: Business Mathematics, Sultan Chand & Sons, Delhi

References:

1. Allen R.G.D: Basic Mathematics; Macmillan, New Delhi
2. Dowling E.T.: Mathematics for Economics; Schaum Series, McGraw Hill, London
3. Loomba, Paul: Linear Programming, Tata McGraw Hill, New Delhi
4. Vohra N.D.: Quantitative Techniques in Management; Tata McGraw Hill, New Delhi
5. Soni R.S.: Business Mathematics, Pitamber Publishing House, New Delhi
6. Holden: Mathematics for Business and Economics; Macmillan India, New Delhi
7. Mehta & Madnani: Mathematics for Economists, Sultan Chand & Sons, Delhi
8. Mehta & Madnani: Basic Mathematics, Sultan Chand & Sons, Delhi

BB 302-Internship 0-0-0-6

Evaluation of Internship would comprise of project report and Viva-voce

Third Year (Spring Semester)

BM 332 Business Environment 3-0-0-3

Introduction: Nature and Significance of Environmental Analysis for Business Decisions. [2]

Dimensions of Business Environment: Economic, Technological, Socio-cultural, Political, Legal-Regulatory and Market Conditions, General and Specific Relevance of Environmental Conditions. [6]

Economic Environment: Economic Policy – An Overview, Changes in Government Policies since 1991, Impact of Liberalisation, Globalisation and Structural Reforms. Import-export Policy and its Domestic and International implications, Financial sector reforms. [7]

Technological Environment: Dynamics of Technological Environment, Challenge of Technology Upgradation, Impact of Foreign Investment and Foreign Collaboration. [6]

Socio-Cultural Environment: Demographic Profile, Class structure and Mobility, Rural-urban convergence, Changes in Consumption habits and life styles, Social Responsibilities of Business. [6]

Political Environment: Impact of competing Political Ideologies, Political Stability and Instability on Business activities, Business and Politics. [6]

Market Environment: Competitive conditions, Impact of entry of MNCs, Future of small-scale enterprises, Problems of Sick Industries and Remedies. [6]

Text Book:

1. Aswathappa, K., Essentials of Business Environment, Himalaya.

References:

1. Cherunilam, Francis, Business Environment, Himalaya Pub. House, 1996.
2. Ghosh, P.K., Business and Government, 1998, Sultan Chand, Delhi.
3. Devis, Keith, and Blomstrom, Robert L., Business and Society: Environment and Responsibility, 1975.
4. Ghosh, P.K. and Kapoor, G.K., Business Policy and Environment, 1998, Sultan Chand, Delhi.
5. Adhikary, M., Economic Environment of Business (latest ed.), Sultan Chand, Delhi.
6. Jalan, B., India's Economic Crises, 1991, Oxford Univ. Press, New Delhi.
7. Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.
8. Cherunilam, Francis, Business and Government, Himalaya.

FA 362 Quantitative Analysis for Managerial Applications-II 3-0-0-3

Linear Programming: Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method. [5]

Simplex Method: Simplex table, Conditions for application of simplex method, Solution to maximization and minimization problems including the Big M method. Duality in linear programming. [10]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. [7]

Assignment Model: Assignment problem as a variant of transportation problem, Methods of solving assignment problems. [7]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. [10]

Text Book:

1. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
3. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi
4. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

BM 314 **Services Marketing** **3-0-0-3**

Introduction: Concept, Nature and Types of Services, Goods v/s Services Marketing, Services Marketing Triangle. [5]

Environment for Services Marketing: Macro and Micro Environments, Understanding Service Customers – Models of Service Consumer Behaviour, Customer Expectations and Perception, Service Quality and GAP Model. [10]

Market Segmentation and Selection: Service Market Segmentation, Targeting and Positioning. [5]

Services Marketing Mix: Need for Expanded Marketing Mix, Planning for Service Offer; Pricing, Promotion and Distribution of Services; Management of People, Process and Physical Evidence; Matching of Demand for and Supply of Services. [10]

Service Marketing Applications: Marketing of Financial, Tourism, Health and Educational Services; International Marketing of Services and GATS. [9]

Text Book:

1. Bhattacharya, C., Services Marketing, Excel Books, New Delhi.

References:

1. Hoffman, D. and J. E. G. Bateson; Essentials of Services Marketing, South-Western Cengage Learning, Ohio, USA.
2. Rao, K. R. M.; Services Marketing, Pearson, New Delhi.
3. Lovelock, C. H.; Service Marketing, Prentice Hall, New Jersey.
4. Payne, A., The Essence of Services Marketing, PHI, New Delhi.
5. Verma, H. V.; Services Marketing, Pearson, New Delhi.
6. Zeithaml, V. A. et al; Services Marketing, Tata McGraw Hill, New Delhi.

BM 392 Rural Marketing 3-0-0-3

Rural Marketing: Importance, Nature and Scope; Rural vs Urban Marketing; Definition of Rural Area	[5]
Understanding Rural Marketing Environment: Geographical, Economic, Socio-Cultural and Infrastructural Factors and their Influence on Marketing Operations	[6]
Rural Consumer: Characteristics, Attitudes and Behaviour; Buying Patterns and Influences; Segmenting Rural Markets	[6]
Rural Marketing Strategies: Product Planning for Rural Markets, Quality and Size; Packaging and Branding Decisions; Pricing Decisions	[6]
Promotion and Distribution in Rural Markets: Media and Copy Decisions; Distribution Channels and Logistics in Rural Markets	[7]
Marketing of Agricultural Products: Pricing and Distribution of Agricultural Products; Role of Government and Organisations in Marketing of Agricultural Products; Co-operative Marketing; Problems in Agricultural Marketing	[9]

Text Books:

1.Kashyap, P.: Rural Marketing; Pearson, New Delhi.
2.Krishnamacharyulu, C. S.: Rural Marketing – Text and Cases; Pearson, New Delhi.

References:

1. Dogra, B. and Ghuman, K.: Rural Marketing – Concepts and Practices; TMH, New Delhi.
2. Ramkishen, Y.: New Perspectives in Rural and Agricultural Marketing; Jaico Publishing House, New Delhi.
3. Rajagopal: Management of Rural Business; Wheeler Publications, New Delhi.
4. Neelameghan S.: Marketing in India: Cases and Readings; Vikas Publishing House, New Delhi.
5. Gopalaswamy T. P.: Rural Marketing; Wheeler Publishers, New Delhi.
6. Nayyar H. and Ramaswamy P.: Globalization and Agricultural Marketing; Rawat Publications, Jaipur.
7. Memoria C. B.: Agricultural Marketing; Himalaya Publishing House, New Delhi.
8. Sayulu, Kuchi: Rural Marketing in India; Anmol Publications, New Delhi.

BM 324 Business Ethics and Values 3-0-0-3

Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories	[04]
Indian Management Ethos : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[8]
Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders. Whistle- Blower Policies. Ombudsman	[8]
Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1. Corporate Governance and Stewardship by N Balasubramanian; Tata McGrawHill
2. Corporate Governance: Concept & Dimensions by Sanjiv Agarwal; Snow white Publications P. Ltd.

References :

1. Study Material ICSI
2. Guidance Note on Corporate Governance Certificate
3. Companies Act, 2013
4. Rules on Companies Act, 2013
5. Listing Agreement by SEBI

EM 292 Indian Financial System 3-0-0-3

Financial System- Meaning, Component of Financial System, Functions of Financial System. [3]

Legal Framework- : Ministry of Finance, Ministry of Commerce, Ministry of Corporate Affairs, Reserve Bank of India (RBI), Security and Exchange board of India (SEBI), Companies Act-2013, FEMA, FERA, Prevention of Money Laundering Act- 2002. [8]

Financial Institutions - Commercial Bank, Development Bank, Merchant Bank, Mutual Fund Companies, Insurance Companies. [8]

Financial Market & Instruments: Money market, Capital Market [10]

Stock Exchanges: NSE, BSE, MCX [04]

Financial Services: (Basic Knowledge): Merchant Banking, Factoring, Under writing, Credit rating, Investment advisor, Portfolio Management, Broker. [06]

Text Books

1. The Indian Financial System – Bharati V. Pathak.
2. Indian Financial System – M. Y. Khan.

References:

1. ICSI Study Material - Capital Markets and Securities Laws Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.
2. IDBI Annual Reports.
3. Sharma G.L. and Singh Y.P. (eds.): Contemporary Issues in Finance and Taxation; Academic Foundation, New Delhi.
4. Kapila Raj And Kapila Uma: Banking And Financial Reforms In India, Vol. I, II, III & IV, Academic Foundation, Delhi.
5. Saunders Anthony: Financial Institutions Management: A Modern Perspective; Irwin Publication, McGraw Hill Co., New York.
6. Madura Jeff: Financial Market And Institution; West Publishing Company, New York.
7. Srivastava, R.M.: Management of India Financial Institutions; Himalaya Publishing House, Mumbai

Syllabus

MBA (Integrated)
(w.e.f. 2017)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

Programme: Dual Degree (BBA)-(MBA)

Programme Level: Undergraduate **Duration:** Five Years (Ten Semesters)

Curriculum Structure (2016-17 onwards)
First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	EL 101	Foundation Course in English	2	-	-	2	3	25	25	50
	BM 121	Principles of Management	3	-	-	3	3	25	25	50
	FA 141	Financial Accounting	3	-	-	3	3	25	25	50
	EM 121	Microeconomics	3	-	-	3	3	25	25	50
	FA 111	Business Statistics	3	-	-	3	3	25	25	50
	CA 111	Fundamentals of Computers and Information Technology	3	-	-	3	3	25	25	50
	CA 141	Application Software Laboratory	-	-	4	2	4	25	25	50
	MDC 003	Environmental Science	3	1	-	4	3	25	25	50
		Sub Total	**20**	**1**	**4**	**23**				
	GE 103	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 162	Business Communication	3	-	-	3	3	25	25	50
	BM 132	Organisation Behaviour	3	-	-	3	3	25	25	50
	BM 152	Entrepreneurship Development	3	-	-	3	3	25	25	50
	EM 122	Macroeconomics	3	-	-	3	3	25	25	50
	FA 162	Cost Accounting for Managers	3	1	-	4	3	25	25	50
	CA 192	Database Management System	3	-	-	3	3	25	25	50
			18	**-**	**-**	**19**				
	GE 104	Proficiency (Non-Credit) #	-	-	-	1				

Curriculum Structure (2016-17 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	BM 231	Marketing Management-I	3	-	-	3	3	25	25	50
	BM 241	Human Resource Management-I	3	-	-	3	3	25	25	50
	BM 251	Business Regulatory Framework-I	3	-	-	3	3	25	25	50
	FA 241	Financial Management-I	3	-	-	3	3	25	25	50
	BM 261	Management Information System and Knowledge Management	3	-	-	3	3	25	25	50
	FA 211	Corporate Accounting	3	-	-	3	3	25	25	50
		Foreign Language-I ‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 203	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 232	Marketing Management-II	3	-	-	3	3	25	25	50
	BM 242	Human Resource Management-II	3	-	-	3	3	25	25	50
	BM 292	Business Regulatory Framework-II	3	-	-	3	3	25	25	50
	FA 242	Financial Management-II	3	-	-	3	3	25	25	50
	BM 262	Electronic Commerce	3	-	-	3	3	25	25	50
	FA 214	Basic of Taxation Laws	3	-	-	3	3	25	25	50
		Foreign Language-II ‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 204	Proficiency (Non-Credit) #	-	-	-	1				

‡ *Refer to the Foreign Languages section*
Note: *Each student shall undergo Internship of Six weeks during the break after Spring Semester of Second year in an approved organization.*

Curriculum Structure (2016-17 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	BM 331	International Business	3	-	-	3	3	25	25	50
	FA 361	Quantitative Analysis for Managerial Applications-I	3	-	-	3	3	25	25	50
	BM 381	Strategic Management	3	-	-	3	3	25	25	50
	BM 371	Retail Management	3	-	-	3	3	25	25	50
	BM 361	Introduction to Production and Operations Management	3	-	-	3	3	25	25	50
	FA 371	Business Mathematics	3	-	-	3	3	25	25	50
	BB 302	Internship**	-	-	-	6	-	100		
		Sub Total	**18**	**-**	**-**	**24**				
	GE 303	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 332	Business Environment	3	-	-	3	3	25	25	50
	FA 362	Quantitative Analysis for Managerial Applications-II	3	-	-	3	3	25	25	50
	BM 314	Services Marketing	3	-	-	3	3	25	25	50
	BM 392	Rural Marketing	3	-	-	3	3	25	25	50
	BM 324	Business Ethics and Values	3	-	-	3	3	25	25	50
	EM 292	Indian Financial System	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 306	Proficiency (Non-Credit) #	-	-	-	1				

Total Credits **126**

Evaluation of Proficiency will be based on the participation in co- curricular / extra-curricular activities.
**Course Work (CW) would include regularity, evaluation of assignments, surprise tests, etc.*
***Evaluation of Internship would comprise of Project Report and Viva-voce.*

COURSE DESCRIPTION & SUGGESTED READINGS
Dual Degree (BBA)-(MBA)
First Year (Autumn Semester)

EL 101 Foundation Course in English 2-0-0-2

Sentence Structure: Elements of a sentence (Subject, Verb, Object, Complement and adjunct). [4]

Transformation of Sentence Structure: Degrees of adjectives, Active and Passive Voice (statement, negative, interrogative and imperative), Direct and indirect narration (statement, negative, interrogative and imperative). [4]

Correct Usage of Language: Tenses (Present, Past and Future), Modals (can, could, will, would, shall, should, may, might, must, ought to, need) Phrasal verbs, Determiners (a, an, the, little, a little, few, a few, much, more, most). [6]

Writing Skills: Theme (Paragraph) writing, Letter (formal, informal, business letters) and application writing, report writing, résumé writing. [4]

Common Errors in Effective Communication: How to avoid common sentence–structural errors, vocabulary and pronunciation. [4]

Reading Comprehension: Efficient reading and note taking. [4]

Text Book:

1. Leech Geoffery: English Grammar for today, Longman, Delhi

References:

1. Hornby A.S.: A Guide to patterns and usage, Oxford University Press, Delhi
2. Murphy and Reynold: Essentials of English grammar, Cambridge University Press.
3. Wren & Martin: English Grammar & Composition, S.Chand & Co, Delhi
4. Quirk & Greenbaum: University English Grammar, Longman Publications
5. Sharma, R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi

BM 121 Principles of Management 3-0-0-3

Introduction: Concept, Nature, Process and Significance of Management, Coordination as essence of Management, Development of Management Thought- Classical, Neo-Classical, Behavioural, Systems and Contingency Approaches. [6]

Planning: Nature, Scope and Objectives of Planning, Types of Plans, Planning Process, Management By Objectives (MBO), Decision Making-Concept, Types, Process and Techniques. [7]

Organizing: Concept, Nature, Process and Significance, Span of Control, Departmentation, and Types of an Organization, Authority-Responsibility, Delegation and Decentralization, Formal and Informal Organization. [7]

Staffing: Concept, Nature and Importance of Staffing. [4]

Motivation and Leading: Nature and Importance of Motivation, Types of Motivation, Theories of Motivation-Maslow, Herzberg, X, Y and Z. Leadership Styles-Likert's System of Management, Tannenbaum and Schmidt Model and Managerial Grid. [9]

Controlling: Concept and Process of Controlling, Types of Control, Control Techniques, and Effective Control Systems. [6]

Text Book:

1. Mathew, M.J.; Management, Sheel Sons, Jaipur.

References:

1. Gupta, C.B.; Principles and Practice of Management, Mayoor Paperbacks, Jaipur
2. Harold, Koontz and Weihrich; Essentials of Management TMH, New Delhi
3. Scott, Thomas; Management Competing in the New Era, Tata McGraw Hill, New Delhi
4. Prasad, L.M.; Principles and Practices of Management, Sultan Chand and Sons, New Delhi

FA 141 Financial Accounting 3-0-0-3

Depreciation, Provisions and Reserves: Concept, Causes of Depreciation, Depreciation Accounting, Methods of recording Depreciation, Methods of providing Depreciation, Depreciation of different assets, Depreciation of Replacement Cost, Depreciation Policy as per Accounting Standard 4, Provisions and Reserves [6]

Final Accounts- Preparation of final accounts from Trial balance- Adjustment entries – Preparation of final accounts with adjustments [10]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers [7]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance [7]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal [4]

Joint Venture Accounts: Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment [5]

Text Book:

1. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur.

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc.
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand and Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced accounts, S.Chand & Co. New Delhi.
5. Compendium of Statement and Standards of Accounting: The Institute of Chartered Accountants of India, New Delhi
6. Maheshwari, S.N.: Advanced Accounting, Vikas Publishing House, Delhi
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi

EM 121 Microeconomics 3-0-0-3

Introduction: Meaning, nature and scope. Basic concepts of Economics—Equilibrium, Utility, Opportunity cost, Marginal and Incremental principles. [5]

Theory of Demand: Demand for a Product, Individual demand, Market demand, determinants of demand, Elasticity of demand and its determinants, Importance of elasticity of demand. [9]

Theory of Consumer Behaviour: Utility analysis, Indifference curve analysis. [7]

Theory of Production and Costs: Law of variable proportions, iso-quants, economic region and optimum factor combination, expansion path, returns to scale, internal and external economies, Ridge lines, Theory of cost in short run and long run, Revenue function. [9]

Theory of Firm and Market Organization: Pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly, kinked demand curve, and price leadership. [9]

Text Book:

1. Dwivedi D.N.: Pinciples of Economics, Vikas Publishing House, New Delhi.

References:

1. Koutsoyiannis A.: Modern Micro-economics, Macmillan New Delhi
2. Richard G. Lipsey: An introduction to positive Economics, ELBS, Oxford.
3. G. Stigler: The Theory of price; Prentice Hall Of India, New Delhi
4. Neils & Parker: The Essence of Business Economics, Prentice Hall Of India, New Delhi
5. Ferguson P.R.and Rothschild R. and Ferguson G. J.: Business Economics, Macmillan, Hampshire.
6. Ahuja H.L.: Business Economics; S.Chand & Company, New Delhi
7. Seth M.L.: Principles of Economics, Laxminarayan Agarwal, Educational Publishers, Agra
8. Jhingan M.L.: Micro Economic Theory, Vrinda Publications Pvt. Ltd., Delhi

FA 111 Business Statistics 3-0-0-3

Introduction to Statistics: Definition, scope, uses, misuses and limitations of statistics. Collection of primary and secondary data, approximation and accuracy, statistical errors. [3]

Classification and Tabulation of Data: Meaning and Characteristics, frequency distribution- simple and manifold tabulation, Graphs of Frequency Distribution and Curves, Ratio-scale graph. [4]

Measures of Central Tendency: Arithmetic Mean— simple and weighted, Partition values- Median (including Quartiles, Deciles and Percentiles), Mode, Geometric and Harmonic Means-simple and weighted. [9]

Measures of Dispersion: Absolute and Relative Measures of Dispersion— Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance. Moments, Skewness and measures, Kurtosis and measures. [7]

Analysis of Bivariate Data: Correlation-Meaning and Significance, Scatter diagram, Correlation graph, Karl Pearson's coefficient of linear correlation between two variables, Coefficient of correlation by Spearman's Rank Differences method and Concurrent Deviation method. [6]

Regression Analysis: Meaning and significance, Lines of Regression, Relationship between Correlation and Regression. [3]

Index Numbers: Meaning, types and uses, Methods of constructing Price and Quantity indices (Simple and Aggregate), Tests of Adequacy, Fisher's Ideal Index number, Chain-based index numbers, Base shifting, Splicing and Deflating, Problems in constructing index numbers, Consumer Price index. [7]

Text Book:

1. S.P.Gupta: Statistical Methods, Sultan Chand & Sons, Delhi

References:

1. Hooda, R.P.: Statistics for Business and Economics; Macmillan, New Delhi
2. Ya-Lun Chou: Statistical Analysis with Business and Economic Applications, Holt; Rinehart and Winster, New York.
3. Lewin and Rubin: Statistics for Management; Prentice-Hall of India, New Delhi.
4. Sancheti D.C. and Kapoor V.K.: Statistics (Theory, Methods & Application); Sultan Chand & Sons, New Delhi
5. Hoel & Jaessen: Basic Statistics for Business and Economics; John Willey and Sons, New York.
6. Sharma, Jain, Pareek: Business Statistics; Shivam Book House, Jaipur
7. Ranga, Gupta, Goyal, Bhatnagar, Soni: Business Statistics; Ajmera Book Company, Jaipur
8. Rajpurohit, Maheshwari, Sharma: Business Statistics; Ramesh Book Depot, Jaipur
9. Nagar, K.N.: Practical Problems in Statistics; Meenakshi Prakashan, Meerut

CA 111 Fundamentals of Computers and Information Technology 3-0-0-3

Computer Concepts: Definition, Block Diagram and Applications in Modern Society, History, Types and Generations. [3]

Functional Units of Computer Processing System: Hardware, CPU, Storage Devices and Media, VDU, Input/Output Devices, Data Communication Equipments, Information Concept and Processing-Data, Information, Knowledge and Wisdom. [8]

Data Representation: Representation of Data, Bits and Bytes, Number System, Binary, Octal, Hexadecimal, Conversions, Arithmetic Operations in Binary Numbers, ASCII and EBCDIC, BCD Character Sets. [6]

Software Concepts: Types of Software, Programming Language, Machine Language, Assembly Language, High Level Language, Generations of Language, Assembler, Interpreter, Compiler. [6]

Operating System: Functions, System Call, Interrupts, Concept of Resource Manager, Batch Processing, Multiprogramming, Multiprocessing, Time Sharing and Real Time System, MS-DOS, MS-Windows. [10]

Data Communication: The Basic Communication System, Data Transmission Modes-Simplex, Half Duplex, Full Duplex, LAN, MAN, WAN, Network Topologies. [6]

Text Book:

1. P.K. Sinha, " Fundamentals of Computers", BPB Publication, New Delhi

References

1. Peter Norton's, "Introduction to Computers", TMH, New Delhi
2. R. K Taxali, "PC Software for Windows", TMH, New Delhi
3. Coutrer, "Mastering Office 2000", BPB Publication, New Delhi
4. V.Rajaraman, "Introduction to Computer", PHI, New Delhi

CA 141 Application Software Laboratory 0-0-4-2

Assignments are based on the course CA 111 Fundamentals of Computers and Information Technology.

MDC003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:

i) Cultural Basics of our Environmental Crisis:

ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:

i) What has posterity ever done for me?

ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides.

Suggested Case Studies:

i) The tragedy of commons: [06]

ii) We all live in Bhopal
iii) The Silent Spring;

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:
i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply [06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.
Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it. [06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, [11]

management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies

d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?

e. **Judicial activism**

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

[04]

Text Books

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001)
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004)

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015)
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986)
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973)
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987)
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992)
7. Lester Brown, Christofer Favin, Sandra Postel, Vision of a Sustainable World, The Worldwatch Reader, Ed Lester R. Brown New York (1991)
8. W.P. Pruden and S.H. Anderson, Environmental Sciences, Charles. E., Meredith Publication, NY, USA(1983)

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times

Magazine, New York (1975)

14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

First Year (Spring Semester)

BM 162 Business Communication 3-0-0-3

Introduction: Basic forms of communication, Communication models and processes, Effective communication, Theories of communication, Audience analysis	[5]
Corporate Communication: Formal and Informal Communication networks, Grapevine, Miscommunication (Barriers), Improving Communication, Practices in Business Communication and Group discussions	[6]
Report Writing: Introduction to a proposal, Elements of a Report, Short report and formal report, Report Preparation and Presentation	[3]
Oral Presentation: Principles of oral presentations, Factors affecting presentation, Sales presentation, Training presentation, Conducting surveys, Speeches to motivate, Effective presentation skills and , Individual and group presentations	[8]
Non-Verbal Aspects of Communication: Body language, Kinesics, Proxemics, Para language	[3]
Effective Listening: Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars	[7]
Interviewing Skills: Appearing in interviews, Conducting interviews, Writing resume and Letter of Application, Mock interviews	[5]
Modern Forms of Communication: Fax, E-mail, Video-conferencing and their uses in business	[2]

Text Book:

1. Kaul, Business Communication, Prentice Hall, New Delhi.

References :

1. Gupta, C.B., Business Communication, Sulthan Chand & Sons, New Delhi.
2. Rajendra Pal and Korlhalli J.S., Essentials of Business Communication , Sultan Chand & Sons, New Delhi.
3. Nirmal Singh, Business Communication Principles, Methods and Techniques - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Sharma, R.C., and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Varinder Kumar and Bodh Raj, Business Communication, Kalyani Publishers, New Delhi.

BM 132 Organisation Behaviour 3-0-0-3

Introduction: Concept, Significance, Skills and Roles of OB in an organization, Disciplines contributing to OB. [4]

Individual and Group Dimensions: Personality, Perception, Motivation – Maslow's Theory, ERG Theory, Herzberg's Two Factor Theory, McClelland's Need Theory, Vroom's Expectancy Theory. [9]

Interpersonal and Group Dynamics: Johari window, Transactional Analysis, Concept of Group, Types of Group, Formal and Informal Group, Group Norms, Group cohesiveness, Stress Management. [9]

Leadership: Trait Theory, Situational Theory, Managerial Grid, Hersey Blenchard Theory, Fiedler's Contingency Theory. [6]

Managing Conflict: Concept, Reasons for Conflict. Intra-individual, Inter-personal and Group Conflicts. [5]

Managing Change: Factors of Organisational Change, Resistance to Change, Change Agents. [6]

Text Book:

1. Prasad, L.M. :Organisation Behavior; Sultan Chand & Sons, New Delhi.

References:

1. Stephen P.Robbins; Organisation Behavior; Prentice Hall India, New Delhi.
2. Luthans, Fred: Organisation Behavior; Tata McGraw Hill, New Delhi.
3. Khanka, S.S. :Organisation Behavior; Sultan Chand &Sons, New Delhi.
4. Moorhead Griffin; Organisation Behavior, Jaico Publishing House, Mumbai
5. Hershey, Blenchard, Johnson,: Management of Organization Behaviour, Pearson Education, New Delhi
6. Newstrom W.John and Devis Keith :Organisation Behavior, Tata McGraw Hill, New Delhi.

BM 152 **Entrepreneurship Development** **3-0-0-3**

Introduction: Entrepreneur—Definition, Types, Characteristics, Entrepreneurship—Concept, Characteristics, Process, Theories of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurship vs. Intrapreneurship, Women Entrepreneurship, Role of Entrepreneurs, Rural Entrepreneurship—Role and Prospects, [8]

Project Identification and Financial Analysis: Meaning of project, project identification, formulation, feasibility analysis, financial analysis-cost and revenue estimates, techniques of financial analysis. [8]

Entrepreneurship Development: Meaning, Objectives, Issues of Entrepreneurship Development Programmes (EDP), EDP Organisations—MDI, EDII, Industrial Sickness and Role of BIFR. [8]

Incentives and Subsidies: Need, Objectives, Schemes and Advantages, Institutional Finance to Entrepreneurs—SIDBI, NABARD, KVIC. [5]

Small-scale Industries: Concept, evolution, role, problems and prospects, policies governing small-scale industries, organizational structure, ownership pattern, export potential of small-scale industries. [10]

Text Books:

1. Desai, Vasant; Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, New Delhi
2. Gupta, C B. & Shrinivasan, N.P.; Entrepreneurship Development in India, Sultan Chand & Sons, New Delhi.

References:

1. Shrivastava, S.B.; A Practical guide to Industrial Entrepreneurs, Sultan Chand & Sons, New Delhi
2. Holt, David H., Entrepreneurship-New Venture Creation, Prentice Hall of India, New Delhi.
3. Ghosh, Biswanath; Entrepreneurial Development in India National Publishing House, Jaipur
4. Dr.Arun Kaulgod; Entrepreneurial Management, Vikas Publishing, New Delhi

EM 122 Macroeconomics 3-0-0-3

Introduction: Meaning, nature and scope, Importance of macroeconomics, Limitations of macroeconomics, Difference between micro and macroeconomics. [6]

National Income Accounting: Meaning of National Income and National Product, measurement of National Income, difficulties in the measurement of National Income, National Income as a measure of welfare and economic progress. [11]

Theory of Income and Employment: Classical theory of output and employment, Say's law of markets, Keynesian theory of income determination, determinants of Macro equilibrium with aggregate demand and aggregate supply functions under employment, Keynes' criticism of Say's law and classical theory of income and employment, Theory of multiplier. [14]

Business Cycles: Phases of business cycles, features of business cycles, theories of business cycles. [8]

Text Book:

1. Dwivedi D.N.: Pinciples of Economics, Vikas Publishing House, New Delhi.

References:

1. Jhingan, M.L.; Macro economic theory, HPH; Mumbai
2. Ahuja, H.L.; Macroeconomics; S.Chand &Co, New Delhi.
3. Seth, M.L.: Macroeconomics, Laxmi Narayan Agarwal Educational, Agra.
4. Vaish, M.C.: Macro Economic Theory, Vikas Publishing House, New Delhi.
5. Sethi, T.T: Monetary Economics, S.Chand & Company Ltd., New Delhi.

FA 162 Cost Accounting for Managers 3-1-0-4

Introduction to Cost Accounting: Meaning, Definition, Scope and uses of cost accounting, Difference between cost accounting and financial accounting, Cost concepts and classification of costs	[5]
Accounting for Material: Material control—Concept and techniques, Pricing of material issues, Treatment of material losses.	[6]
Accounting for Labour: Labour cost control procedures, Labour turnover, Idle time and overtime, Methods of wage payment—time and piece rates, Incentive schemes.	[6]
Accounting for Overheads: Classification and departmentalization, Absorption of overheads, Determination of overhead rates, Under and over absorption, and its treatment.	[7]
Methods of Cost Ascertainment:	
a. Unit costing	[3]
b. Job, Batch and Contract costing	[8]
c. Operating costing	[5]
d. Process Costing: Excluding interpersonal profit and equivalent production	[6]
Budgeting Control: Introduction, Importance of Budgeting techniques, Types of Budgets	[6]

Text Book:

1. Arora, M.N., Cost Accounting-Principles and Practice, Vikas Publishing Housing, New Delhi

References:

1. Jain, S.P., and Narang K.L., Cost Accounting, Kalyani, New Delhi.
2. Anthony Robert, Reece, et al, Principles of Management accounting, Richard D. Irwin Inc Illinois
3. Horngren, Charles, Foster and Datar, Cost Accounting-A Managerial Emphasis, Prentice-Hall of India, New Delhi.
4. Khan, M.Y., and Jain P.K., Management Accounting, Tata McGraw Hill.
5. Kaplan, R.S., and Atkinson A.A., Advanced Management Accounting, Prentice India International.
6. Tulsian, P.C., Practical Costing, Vikas Publishing House, New Delhi.
7. Maheshwari, S.N., Advanced problems and Solutions in Cost Accounting, Sultan Chand & Sons, New Delhi.
8. Jain, Khandelwal, Pareek, Cost Accounting, Ajmera Book Company, Jaipur
9. Oswal, Rajpurohit, Maheshwari, Modi, Cost Accounting, Ramesh Book Depot, Jaipur.
10. Bhattacharya, Principles & Practice of Cost Accounting, Prentice Hall of India, Delhi
11. Dutta, Cost Accounting: Principles & Practice, Pearson Education, Delhi
12.

CA 192 Database Management System 3-0-0-3

Introduction: Database and Database users, Characteristics of Database, Database systems, Data models, schemes and instances, DBMS architecture and data independence, Functions of DBA. [9]

File Organization Techniques: Types of files—Sequential files, Random files and Indexed Sequential files, Normalizations. [6]

Relational Model Concepts: DML, DDL, DCL, Query in RDBMS, Relational constraint, relational algebra, Introduction to SQL, database design. [9]

Data Normalization: Functional Dependencies, normal form based on primary key (1NF, 2NF, 3NF and BCNF), Security—Data base security, recovery, and authorization. [10]

Advanced Concepts: Distributed database and Client server architecture, Data warehousing and Data mining, emerging database technologies and Applications. [5]

Text Book:

1. R Elmarsi & S B Navathe, "Fundamentals of Database Systems", Addison Wesley, New Delhi

References:

1. A Silberschatz, H Korth, S Sudershan, "Data Base Concepts", TMH, New Delhi
2. Bipin Desai, "An Introduction to Database Systems", Galgotia Publications, New Delhi
3. A K. Majumdar, P Battacharya, "Database Management System", TMH, New Delhi
4. Jim Melton, A Simon, "Understanding The New SQL- A Complete Guide", Morgon Kaufmann Publishers, New Delhi

Second Year (Autumn Semester)

BM 231 Marketing Management-I 3-0-0-3

Introduction: Nature and Scope of Marketing, Importance of Marketing, The Marketing Concept, Selling vs. Marketing, Marketing Mix. [7]

Marketing Environment: Micro-Environment, Macro-Environment—Demographic, Economic, Natural, Technological, Politico-Legal and Socio-Cultural Environments, Indian Marketing Environment. [7]

Buyer Behaviour and Market Segmentation: Factors influencing Buyer Behaviour, Buying Decision Process, Profile and Features of Indian Consumers, Market Segmentation- Meaning, Levels, Bases of Segmentation. [9]

Managing the Product: Product Planning, Product Mix, Deciding Product Policy, Product Line Decisions, Product Differentiation, Brand Equity, Packaging, Labelling, Concept of Product Life Cycle, New Product Development Process. [9]

Pricing: Pricing Objectives, Factors influencing Pricing, Types of Pricing, Pricing Procedure. [7]

Text Book:

1. Chhabra, T.N & Grover, S.K; Marketing Management, Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; Marketing Management, Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; Marketing Management, Mc Millan, New Delhi.
3. Shrivastava, P.K; Marketing Management, Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi.

BM 241 Human Resource Management-I 3-0-0-3

Introduction: Concept, Scope, Objectives and Environment of HRM, Personnel Management vs. HRM. [7]

Acquisition of Human Resource: Human Resource Planning, Job Analysis, Job Design, Recruitment Sources, Methods, Selection Process—Tests, Interviews. [9]

Training and Development: Need, Objectives, Methods of Training, Evaluation and Development Programmes. [8]

Performance Appraisal: Concept, Objectives, Techniques of Performance Appraisal and Limitations. [8]

Compensation and Benefits: Job Evaluation- Concept, Process, Significance, Components of Employee Compensation—Financial and non-financial. [7]

Text Book:

1. Rao, V.S.P.; Human Resource Management, Excel Books, New Delh

References:

1. Aswathappa; Human Resource Management, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B. and Gankar, S. V.; Personnel Management, Himalaya Publishing House, New Delhi.
4. Dessler, Gary; Human Resource Management, Pearson Education, New Delhi.

BM 251 Business Regulatory Framework-I 3-0-0-3

The Indian Contract Act, 1872: Nature of contract, classification, Offer and acceptance, Capacity of parties to contract, Free consent, Consideration, Legality of object, Agreements expressly declared void, Performance of contract, Discharge of contract, Remedies for breach of contract. [18]

Sale of Goods Act, 1930: Goods and their classification, Price, Conditions and Warranties, Transfer of Property, Rights of an Unpaid seller. [8]

Indian Partnership Act, 1932: Definition and nature of Partnership, Rights and Duties of a Partner, Dissolution of a Partnership. [6]

The Consumer Protection Act, 1986: Objectives and Scope of the Act, Definition of Consumer, Consumer Protection Council, Consumer Disputes Grievance Redressal Machinery—District Forum, State and National Commission. [7]

Text Book:

1. Kapoor, N.D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

References:

1. Kuchhal, M.C.; Business Law, Vikas Publishing House, New Delhi.
2. Mathew, M.J.; Principles and Practices of Commercial Law, RBSA Publisher, Jaipur.
3. Tulsian, P.C.; Business Law, Tata Mc Graw-Hill Publishing Company Ltd, New Delhi.
4. Singh, Avtar: Mercantile Law, Eastern Book Co., Lucknow.

FA 241 Financial Management-I 3-0-0-3

Financial Management: Meaning, Concept and objectives, Scope and functions, understanding markets and changing Environment of Business, Finance and other discipline. [4]

Financial Decisions: Long-term financing, Short-term Financing, Term Financing, Venture capital. [3]

Capital Structure: Theories—Net Income, Net Operating Income, Modigliani-Miller Approach and Traditional Approach, Determinants of Capital Structure. [10]

Financial Analysis through Leverages: Operating and financial leverages, their measure, Effects on profit, analyzing alternate financial plans, combined financial and operating leverages, Indifference point. [4]

Analysis of Financial Statements: Techniques of Financial Analysis, Ratio analysis, Funds-Flow Analysis, Cash Flow Analysis. [12]

Management of Working Capital: Nature and Significance of working capital, Operating cycle and factors determining Working Capital requirements, Estimation of Working Capital. [6]

Text Book:

1. Agarwal, M.R.: Financial Management; Garima Publication, Jaipur

References:

1. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
2. Van Horne J.C.: Fundamentals Of Financial Management; Prentice Hall of India, New Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi
4. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi
5. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
6. Brigham E.F., Gapenski L.C. and Ehrhardt M.C.: Financial Management: Theory and Practices; Harcourt College Publishers, Singapore.
7. Bhalla V.K.: Modern Working Capital Management; Anmol Publication New Delhi.
8. Agarwal & Agarwal: Financial Management; Ramesh Book Depot, Jaipur

BM 261 Management Information System and Knowledge Management 3-0-0-3

MIS and Concept of Management: Elements, Characteristics, Need, Objectives, Importance, Limitations of Management, Relationship between MIS and Computer, Role of MIS in the functions of Management. [8]

Information Concept: Classification and Levels of Information, Techniques of Data Collection, Quality aspect of Information, Value of Information, Relation between MIS and Information. [5]

Knowledge Management: Definition, Evolution, Types, Implication for Knowledge Management, challenges, KMSLC, Comparative studies between SDLC and Knowledge Management system development, Role of Knowledge developer. [8]

Decision Making: Decision Making Concepts, Rationality in Decision Making, Decision Support System, MIS as a technique for programmed decisions, Model of Decision Making, Methods, MIS and Role of Decision Making. [6]

Typical Information Systems: Marketing, Financial, Material, Production and Human Resource Management Information Systems. [6]

Development of MIS: Strategic and project planning for MIS, Conceptual System design, Detailed Design, Implementation, Evaluation and maintenance of MIS. [6]

Text Book:

1. Jawadekar, "Management Information System", TMH, New Delhi

References:

1. R G Murdick, J E Ross, J R Clagget, "Information Systems for Modern Management", PHI, New Delhi
2. Jawadekar, "Management Information System", TMH, New Delhi
3. Sadagopan, "Management Information System", PHI, New Delhi
4. Parker, Case, Thomas, "Management Information System: Strategies and Action", TMH, New Delhi
5. Elias M. Awad, "Knowledge Management", TMH, New Delhi
6. W. H. Inmon, "Building Data Warehousing", Wiley Publishing House, New Delhi
7. Han, Jiawei, Kamber, Michelinal, "Data Mining Concepts & Techniques", Harcourt India, New Delhi

FA 211 Corporate Accounting 3-0-0-3

Accounting for Share Capital: Issue, Forfeiture, Re-Issue of Equity Shares, Sweat Equity Shares, Employee Stock Option, Right shares and Bonus shares, Buyback of Equity shares, Issue and Redemption of Preference shares. [11]

Accounting for Loan Capital: Classes of Debentures, Difference between Share and Debenture, Issue and Redemption of Debentures. [9]

Final Accounts of Companies: Statement of Affairs and Statement of Profit and Loss including computation of managerial remuneration and disposal of profits. Forms of Balance Sheet, Profit prior to incorporation. [9]

Valuation of Goodwill of Companies: Need, Components, General Factors affecting Goodwill, Methods of Evaluation. [5]

Valuation of Shares: Need and Methods of Evaluation. [5]

Text Book:

1. Maheshwari S.N.: Corporate Accounting, Vikas Publishing House, New Delhi

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand & Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced Accounts, S.Chand & Co. Delhi
5. S.N. Maheshwari: Advanced Accounting, Vikas Publishing House, Delhi
6. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi
8. Sehgal & Sehgal: Advanced Accountancy – I and II; Taxmann Publications, Delhi
9. Oswal, Agarwal, Modi, Surolia, Bhargava: Financial Accounting; Ramesh Book Depot, Jaipur

Second Year (Spring Semester)

BM 232 Marketing Management-II 3-0-0-3

Marketing Channels: Types of Channels, Channel Functions, Logistics and Physical Distributions- Objectives and Functional Areas of Physical Distribution, Physical Distribution in the Indian Context. [8]

Marketing Communication: Meaning and Importance, Communication Objectives, Effective Communication, Communication Process. [5]

Promotion Tools: Advertising- Meaning, Objectives, Types in Advertising decisions, Planning and evaluation of Advertising Campaign, Trends in Advertising in India, Personal Selling—Objectives, Functions and Principles, Public Relations—Importance and Methods, Direct Marketing, Sales Promotion. [11]

Marketing Research and Control: Need for Marketing Research, Marketing Research Process, Techniques, Need and Tools of Control. [10]

Marketing Challenges: Marketing in 21st Century, Impact of Globalization, Technological Advances, Deregulation of Marketing in India. [5]

Text Book:

1. Chhabra, T.N & Grover, S.K; Marketing Management, Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; Marketing Management, Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; Marketing Management, McMillan, New Delhi.
3. Shrivastava, P.K; Marketing Management, Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi

BM 242 Human Resource Management-II 3-0-0-3

Industrial Relations: Concept, Importance, Industrial Conflicts and Dispute Settlement Machinery. [6]

Trade Unions: Meaning, Importance of Unionship, Evolution of Trade Union Movement in India, Union Problems, Measures to strengthen Trade Union, Employee welfare and Social security measures. [9]

Collective Bargaining: Concept, Process, Pre-requisites of Collective Bargaining, Collective Bargaining vs. Negotiation Skills. [6]

Grievance Procedure and Discipline: Introduction, Objectives, Essential pre-requisites of Grievance procedure, Disciplinary procedure. [8]

Employee Participation: Objectives, Forms of Employee Participation. [5]

International HRM: Dimensions, Domestic HRM and International HRM, Basic steps in HRM, the expatriate problem. [5]

Text Book:

1. Rao, V.S.P.; Human Resource Management, Excel Books, New Delhi.

References:

1. Aswathappa; Human Resource Management, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B.and Gankar, S. V.; Personnel Management, Himalaya Publishing House, New Delhi.
4. Dessler Gary; Human Resource Management, Pearson Education, New Delhi.

BM 292 **Business Regulatory Framework-II** **3-0-0-3**

Negotiable Instruments Act, 1881: Essentials of a Negotiable Instrument, Kinds of Negotiable Instruments, Holder and Holder in Due Course, Negotiation by Endorsement, Crossing of a Cheque, Dishonor and Discharge of a Cheque. **[11]**

The Companies Act, 2013 (Basic Knowledge): Essential Characteristics of a Company, Types of Companies, Memorandum of Association, Articles of Association, Prospectus, Shares- Kinds, Allotment, Transfer and Purchase by a Company of its own shares, Protection of Minority Shareholders from Mismanagement and Oppression. **[12]**

Company Management: Appointment and Removal of Directors, Rights and Liabilities of Director, Meeting- Kinds of Meetings and Resolution. **[10]**

Foreign Exchange Management Act, 2000: Definition, Provisions, Authorized person, revocation of authorization Powers of Reserve Bank, Appeal, Appellate Tribunal, Directorate of Enforcement. **[6]**

Text Book:

1. Kapoor, N.D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

References:

2. Kuchhal, M.C.; Business Law, Vikas Publishing House, New Delhi

3. Mathew, M.J.; Principles and Practices of Commercial Law, RBSA Publisher, Jaipur.

4. Tulsian, P.C.; Business Law, Tata Mc Graw-Hill Publishing Company Ltd, 5. New Delhi.

6. Kapoor, N.D.; Elements of Company Law, Sultan Chand & Sons, New Delhi.

FA 242 Financial Management-II 3-0-0-3

Capital Budgeting: Nature of Investment decisions, Identifying relevant cash flows, cash flows vs. accounting profit investment, Evaluation criteria, Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, NPV and IRR comparison, Project selection under capital rationing. [10]

Cost of Capital: Significance of cost of capital, Calculating cost of debt, Preference shares, equity capital and retained earnings, Combined (weighted) cost of capital. [8]

Dividend Policy Decision: Dividend and Valuation Theories. [5]

Management of Cash: Introduction, objectives of cash management, motives for holding cash, Cash management techniques and models. [4]

Management of Receivables: Introduction, objectives, Credit policies Credit terms and collection policies. [4]

Management of Inventory: Introduction, objectives and techniques of inventory management. [4]

Marginal Costing and Managerial Techniques: Meaning, Difference between marginal costing and absorption costing method, Break Even Analysis (with Break even chart and Indifference point). [4]

Text Book:

1. Agarwal, M.R.: Financial Management; Garima Publication, Jaipur

References:

1. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
2. Van Horne J.C.: Fundamentals of Financial Management; Prentice Hall of India, New Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi
4. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi
5. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
6. Brigham E.F., Gapenski L.C. and Ehrhardt M.C.: Financial Management: Theory and Practices; Harcourt College Publishers, Singapore.
7. Bhalla V.K.: Modern Working Capital Management; Anmol Publication New Delhi.
8. Agarwal & Agarwal: Financial Management; Ramesh Book Depot, Jaipur

BM 262 Electronic Commerce 3-0-0-3

Introduction to E-commerce: Meaning and concept, Need for E-commerce, Classification of E-commerce, Electronic vs. Traditional commerce, E-commerce and E-business, Business applications of E-commerce, E-commerce as an electronic trading System, Special features. [7]

Network Infrastructure and Protocol: LAN, Ethernet, WAN, Internet, TCP/IP, DNS, FTP, E-mail, WWW server, Web Browser, HTTP. [6]

Electronic Payment System: Introduction, Online Payment System, Prepaid electronic payment system, post paid electronic system, E-cheques, Debit and Credit Cards, Smart Cards, E-purses. Credit and legal risk of e-payment system. [6]

Website Design: Role of website in B2C E-commerce, website strategies and web-site design principles, Push and pull technologies, Alternative methods of customer communication. [6]

Business to Business E-Commerce: Need and alternative of B2B E-commerce, Technologies, EDI and paperless trading, EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, Features of EDI service arrangements, Internet-based EDI. [8]

Securing Network Transaction: Security policy, Procedures and practices, Transaction Security, Fireball, Cryptography Algorithm, Public Key Algorithm, Authentication Protocol, Digital Signature, Site Security, E-Mail Security. [6]

Text Book:

1. Bharat Bhasker, "Electronic Commerce", TMH, New Delhi

References:

1. David Whiteley, "E-Commerce", TMH, New Delhi
2. Chandra T N, R.K. Suri, Sanjiv Verma, "E-Commerce New Vistas for Business",Dhanpat Rai & Co., New Delhi
3. Jim A. Carter, "Developing E-Commerce Systems", PHI, New Delhi

FA 214 Basic of Taxation Laws 3-1-0-4

Basic Concepts: Definitions, Basis of Charge, Residential Status, Scope of Total Income - Exempted income	[4]
Heads Of Income: Income from Salaries, Income from House property, Income from Business or Profession, Capital gains, Income from other sources	[12]
Total Income: Deemed income, Set off and Carry forward of losses Deductions from Gross Total Income, Assessment of Individual, Tax Deducted at Source, E-filing of return.	[11]
Central Excise and Customs: (a) Nature and Scope of Central Excise, Important Terms and Definitions under the Central Excise Act and related rules, General Procedure, CENVAT.	
(b) Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act 1975 and the related Rules	[10]
Central Sales Tax Act, 1956 and VAT: (a)Important terms and definitions under Central Sales Tax Act, 1956—Nature and Scope of Central Sales Tax Act, Provisions relating to inter-state sales, Sales inside a State, Sale/Purchase in the course of Import and Export out of India.	
(b) Meaning and need of VAT and related rules	[10]
Service Tax: Formation and functions of DGST, Existing schemes for levy, assessment & collection of service tax and related rules	[05]

Text Books:

1. Ahuja Girish and Gupta Ravi: Practical approach to Income Tax, Wealth Tax and Central Sales Tax; Bharat Law House Pvt. Ltd., New Delhi.
2. Agarwal, Saini, Surolia: CST & RST; Ramesh Book Depot, Jaipur

References:

1. Central Excise Act.
2. Customs Act.
3. Central Sales Tax Act.
4. Patel, Chaudhary: CST & RST; Chaudhary Prakashan, Jaipur

Third Year (Autumn Semester)

BM 331 International Business 3-0-0-3

Introduction: Nature of International Business, Need to study, Drivers of IB, IB vs. Domestic Business, Routes of Globalization, Multinational Corporations. [6]

Theories of Global Trade and Investment: Foreign Trade Policies, Trade Theories, Foreign Direct Investment—Basic concepts, FDI in India. [7]

Politico-Legal, Technological and Cultural Environment of International Business:

Political Environment—Democracy, Totalitarianism, Political Risk.

Legal Environment—Systems of Law, International Disputes Resolution, Areas of Concern for MNCs.

Technological Environment—Features of Technology, Impact of Technology, Implications for MNCs, Issue of Technology Transfer.

Cultural Environment—Nature, Elements of Culture and their implications for IB. [11]

Economic Environment and International Financial Management: Income-wise classification of countries, Economic Systems, Trade Barriers.

International Financial Management— Nature, FOREX Management, Balance of Payments, International Financial Markets, Role of International Financial Institutions— IMF, WB. [10]

Major Regional Trading Institutions and Groups: WTO, SAARC, ASEAN, EU, OPEC. [5]

Text Book:

1. Aswathappa, K.; International Business, Tata McGraw Hill, New Delhi.

References:

1. Cherunilam, Francis; International Business; Prentice Hall India, New Delhi
2. Daniels, John D., Lee H. Radebaugh, Daniel P. Sullivan; International Business, Pearson Education, New Delhi.
3. Hill, Charles W. L.; International Business, Tata McGraw Hill, New Delhi.
4. International Business Environment: IBO-01 (IGNOU), New Delhi

FA 361 Quantitative Analysis for Managerial Applications-I 3-0-0-3

Quantitative Techniques: Scope and applications of quantitative techniques, Scientific approach to decision-making, Limitations. [2]

Probability: Probability as a concept, the three approaches to defining probability, Laws of Probability, Mathematical Expectation and Variance of a random variable, Bayes' Theorem. [10]

Probability Distributions: Probability distribution as a concept, Binomial, Poisson and Normal Distributions, their properties and parameters, applications in business. [14]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. [4]

Game Theory: Game models, Solution of 2 x n and m x 2 games, Use of linear programming and Graphical techniques. [5]

Decision Theory: Decision making under certainty, Uncertainty and Risk, pay-off table, Decision Tree analysis. [4]

Text Book:

1. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
3. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi
4. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

BM 381 **Strategic Management** **3-0-0-3**

Introduction: Concept of Strategy, Levels of Strategy, Strategy vs. Tactics, Role of Strategic Management in organisations, Benefits and Limitations of Strategic Management, Strategic Management Process, Vision, Mission and Objectives	[5]
Environmental Analysis: Characteristics and Components of Environment, External Environmental Sectors – Market, Technological, Supplier, Economic, Regulatory, Political, Socio-cultural and International, Organisational Appraisal, Strategic Advantages Profile (SAP), Environmental Threat and Opportunity Profile (ETOP), SWOT Analysis, Competitor Analysis	[10]
Corporate and Business-level Strategies: Grand Strategies – Stability, Expansion, Retrenchment and Combination Strategies, Porter's Generic Strategies – Cost Leadership, Differentiation and Focus	[12]
Strategic Analysis and Choice: Strategic Choice Process, Portfolio Analysis Techniques – BCG, GE, SPACE and Hofer's Matrices	[7]
Strategy Evaluation and Control: Importance of Strategic Evaluation, Participants and Barriers in Evaluation, Requirements for Effective Evaluation, Strategy Evaluation Process, Techniques of Strategic Evaluation and Control	[5]

Text Book:

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi

References:

1. Prasad, L. M., Strategic Management, Tata McGraw Hill, New Delhi.
2. Pearce & Robinson, Strategic Management-Formulation, Implementation and Control, Tata McGraw Hill, New Delhi.
3. Hitt, Ireland and Hokkinson, Strategic Management- Competitiveness & Globalisation, Southwestern –Thompson Learning, New York.
4. Pearce & Robinson Jr. II, Strategic Management, A.I.I.B.S Distributors, New Delhi.
5. Nanjundaiah, R. and Ramesh S., Strategic Planning & Business Policy, Himalaya Publishing House, New Delhi.

BM 371 Retail Management 3-0-0-3

Introduction to Retailing System: Concept, Characteristics, Functions, Advantages and Disadvantages of retailing system, Changes in Retailing business, Branding through Retailers, Consumption-related Megatrends, Drivers of Success in the Retail sector, Stock Turns, Credit Management	[8]
Retailing Patterns: Store-based Retailing – Form of Ownership and Merchandise offered, Non-Store Retailing – Direct Selling and Direct Response Marketing, Supply Chain Management.	[8]
Consumer Behaviour and Retail Store Location: Forces influencing Retail Consumer – Social, Technological and Competitive; Retail Store Location – Concept, Importance, Types and Factors affecting Location Decision	[8]
Retail Atmospherics: Exterior Atmospherics, Interior Atmospherics, Store Layout and Visual Merchandising	[8]
Retail Marketing Mix: e-tailing, Customer Service and People	[7]

Text Books:

1. Pradhan, Swapna; Retailing Management – Text and Cases; TMH, New Delhi.
2. Bajaj, Tuli and Srivastava; Retail Management; OUP, New Delhi.

References:

1. Sinha, P. K. and D. P. Uniyal; Managing Retailing; OUP, New Delhi.
2. Berman, Barry and Joel Evans; Retail Management; Pearson Education, New Delhi.
3. Diamond, Jay and GeraidPintel; Retailing; Prentice-Hall, NJ.
4. Levy, Michael & Barton A. Weitz; Retailing Management; Irwin, London.
5. Morgenstein, Melvin and HarriatStrongin; Modern Retailing; Prentice-Hall, NJ.

BM 361 Introduction to Production and Operations Management 3-0-0-3

Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting. [4]

Plant Location and Utilities: Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control. [3]

Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques. [5]

Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications. [7]

Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement- Time Study. [10]

Quality Control: Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle. [10]

Text Book:

1. Aswathappa. K & Bhat, Shridhar. K; Production and Operations Management, Himalaya Publishing House, New Delhi.

References:

1. Goel, B.S; Production Operations Management, Pragati Prakashan, Meerut.
2. Adam & Ebert; Production and Operations Management, PHI, New Delhi.
3. Buffa & Sarin; Modern Production/Operation Management, John Wiley & Sons, New Delhi.
4. Production/Operations Management, MS-53 (IGNOU), New Delhi

FA 371 Business Mathematics 3-0-0-3

Permutations and Combinations: Meaning and Applications. [3]

Sequences and Series: Arithmetic and Geometric Progressions. [3]

Matrix Algebra: Matrices, type of matrices and determinants, adjoint, transpose and Inverse of a matrix. Value of a determinant, Cramer's Rule and its applications, use of matrices in solution of equations. [7]

Functions: Linear, quadratic, exponential and logarithmic. [5]

Trigonometry: Elements of Trigonometry, Trigonometric ratios of sum and difference of angles, multiple angle, inverse trigonometric ratios. [6]

Differentiation: Using first principles, differentiation of sum, difference, product and division of function, chain rule of differentiation, Simple applications of differential coefficients, maxima and minima. [8]

Integration: Integration as an anti-derivative, methods of integration, use of standard formulae, Simple applications of integration. [7]

Text Book:

1. Kapoor V.K.: Business Mathematics, Sultan Chand & Sons, Delhi

References:

1. Allen R.G.D: Basic Mathematics; Macmillan, New Delhi
2. Dowling E.T.: Mathematics for Economics; Schaum Series, McGraw Hill, London
3. Loomba, Paul: Linear Programming, Tata McGraw Hill, New Delhi
4. Vohra N.D.: Quantitative Techniques in Management; Tata McGraw Hill, New Delhi
5. Soni R.S.: Business Mathematics, Pitamber Publishing House, New Delhi
6. Holden: Mathematics for Business and Economics; Macmillan India, New Delhi
7. Mehta & Madnani: Mathematics for Economists, Sultan Chand & Sons, Delhi
8. Mehta & Madnani: Basic Mathematics, Sultan Chand & Sons, Delhi

BB 302-Internship 0-0-0-6

Evaluation of Internship would comprise of project report and Viva-voce

Third Year (Spring Semester)

BM 332 Business Environment 3-0-0-3

Introduction: Nature and Significance of Environmental Analysis for Business Decisions. [2]

Dimensions of Business Environment: Economic, Technological, Socio-cultural, Political, Legal-Regulatory and Market Conditions, General and Specific Relevance of Environmental Conditions. [6]

Economic Environment: Economic Policy – An Overview, Changes in Government Policies since 1991, Impact of Liberalisation, Globalisation and Structural Reforms. Import-export Policy and its Domestic and International implications, Financial sector reforms. [7]

Technological Environment: Dynamics of Technological Environment, Challenge of Technology Upgradation, Impact of Foreign Investment and Foreign Collaboration. [6]

Socio-Cultural Environment: Demographic Profile, Class structure and Mobility, Rural-urban convergence, Changes in Consumption habits and life styles, Social Responsibilities of Business. [6]

Political Environment: Impact of competing Political Ideologies, Political Stability and Instability on Business activities, Business and Politics. [6]

Market Environment: Competitive conditions, Impact of entry of MNCs, Future of small-scale enterprises, Problems of Sick Industries and Remedies. [6]

Text Book:

1. Aswathappa, K., Essentials of Business Environment, Himalaya.

References:

1. Cherunilam, Francis, Business Environment, Himalaya Pub. House, 1996.
2. Ghosh, P.K., Business and Government, 1998, Sultan Chand, Delhi.
3. Devis, Keith, and Blomstrom, Robert L., Business and Society: Environment and Responsibility, 1975.
4. Ghosh, P.K. and Kapoor, G.K., Business Policy and Environment, 1998, Sultan Chand, Delhi.
5. Adhikary, M., Economic Environment of Business (latest ed.), Sultan Chand, Delhi.
6. Jalan, B., India's Economic Crises, 1991, Oxford Univ. Press, New Delhi.
7. Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.
8. Cherunilam, Francis, Business and Government, Himalaya.

FA 362 Quantitative Analysis for Managerial Applications - II 3-0-0-3

Linear Programming: Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method. [5]

Simplex Method: Simplex table, Conditions for application of simplex method, Solution to maximization and minimization problems including the Big M method. Duality in linear programming. [10]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. [7]

Assignment Model: Assignment problem as a variant of transportation problem, Methods of solving assignment problems. [7]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. [10]

Text Book:

1. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
3. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi
4. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

BM 314 **Services Marketing** **3-0-0-3**

Introduction: Concept, Nature and Types of Services, Goods v/s Services Marketing, Services Marketing Triangle.	[5]
Environment for Services Marketing: Macro and Micro Environments, Understanding Service Customers – Models of Service Consumer Behaviour, Customer Expectations and Perception, Service Quality and GAP Model.	[10]
Market Segmentation and Selection: Service Market Segmentation, Targeting and Positioning.	[5]
Services Marketing Mix: Need for Expanded Marketing Mix, Planning for Service Offer; Pricing, Promotion and Distribution of Services; Management of People, Process and Physical Evidence; Matching of Demand for and Supply of Services.	[10]
Service Marketing Applications: Marketing of Financial, Tourism, Health and Educational Services; International Marketing of Services and GATS.	[9]

Text Book:

1. Bhattacharya, C., Services Marketing, Excel Books, New Delhi.

References:

1. Hoffman, D. and J. E. G. Bateson; Essentials of Services Marketing, South-Western Cengage Learning, Ohio, USA.
2. Rao, K. R. M.; Services Marketing, Pearson, New Delhi.
3. Lovelock, C. H.; Service Marketing, Prentice Hall, New Jersey.
4. Payne, A., The Essence of Services Marketing, PHI, New Delhi.
5. Verma, H. V.; Services Marketing, Pearson, New Delhi.
6. Zeithaml, V. A. et al; Services Marketing, Tata McGraw Hill, New Delhi.

BM 392 Rural Marketing 3-0-0-3

Rural Marketing: Importance, Nature and Scope; Rural vs Urban Marketing; Definition of Rural Area	[5]
Understanding Rural Marketing Environment: Geographical, Economic, Socio-Cultural and Infrastructural Factors and their Influence on Marketing Operations	[6]
Rural Consumer: Characteristics, Attitudes and Behaviour; Buying Patterns and Influences; Segmenting Rural Markets	[6]
Rural Marketing Strategies: Product Planning for Rural Markets, Quality and Size; Packaging and Branding Decisions; Pricing Decisions	[6]
Promotion and Distribution in Rural Markets: Media and Copy Decisions; Distribution Channels and Logistics in Rural Markets	[7]
Marketing of Agricultural Products: Pricing and Distribution of Agricultural Products; Role of Government and Organisations in Marketing of Agricultural Products; Co-operative Marketing; Problems in Agricultural Marketing	[9]

Text Books:

1.Kashyap, P.: Rural Marketing; Pearson, New Delhi.
2.Krishnamacharyulu, C. S.: Rural Marketing – Text and Cases; Pearson, New Delhi.

References:

1. Dogra, B. and Ghuman, K.: Rural Marketing – Concepts and Practices; TMH, New Delhi.
2. Ramkishen, Y.: New Perspectives in Rural and Agricultural Marketing; Jaico Publishing House, New Delhi.
3. Rajagopal: Management of Rural Business; Wheeler Publications, New Delhi.
4. Neelameghan S.: Marketing in India: Cases and Readings; Vikas Publishing House, New Delhi.
5. Gopalaswamy T. P.: Rural Marketing; Wheeler Publishers, New Delhi.
6. Nayyar H. and Ramaswamy P.: Globalization and Agricultural Marketing; Rawat Publications, Jaipur.
7. Memoria C. B.: Agricultural Marketing; Himalaya Publishing House, New Delhi.
8. Sayulu, Kuchi: Rural Marketing in India; Anmol Publications, New Delhi.

BM 324 Business Ethics and Values 3-0-0-3

Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories	[04]
Indian Management Ethos : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[8]
Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders. Whistle- Blower Policies. Ombudsman	[8]
Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1. Corporate Governance and Stewardship by N Balasubramanian; Tata McGrawHill
2. Corporate Governance: Concept & Dimensions by Sanjiv Agarwal; Snow white Publications P. Ltd.

References :

1. Study Material ICSI
2. Guidance Note on Corporate Governance Certificate
3. Companies Act, 2013
4. Rules on Companies Act, 2013
5. Listing Agreement by SEBI

EM 292 Indian Financial System 3-0-0-3

Financial System- Meaning, Component of Financial System, Functions of Financial System. [3]

Legal Framework- : Ministry of Finance, Ministry of Commerce, Ministry of Corporate Affairs, Reserve Bank of India (RBI), Security and Exchange board of India (SEBI), Companies Act-2013, FEMA, FERA, Prevention of Money Laundering Act- 2002. [8]

Financial Institutions - Commercial Bank, Development Bank, Merchant Bank, Mutual Fund Companies, Insurance Companies. [8]

Financial Market & Instruments: Money market, Capital Market [10]

Stock Exchanges: NSE, BSE, MCX [04]

Financial Services: (Basic Knowledge): Merchant Banking, Factoring, Under writing, Credit rating, Investment advisor, Portfolio Management, Broker. [06]

Text Books

1. The Indian Financial System – Bharati V. Pathak.
2. Indian Financial System – M. Y. Khan.

References:

1. ICSI Study Material - Capital Markets and Securities Laws Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.
2. IDBI Annual Reports.
3. Sharma G.L. and Singh Y.P. (eds.): Contemporary Issues in Finance and Taxation; Academic Foundation, New Delhi.
4. Kapila Raj And Kapila Uma: Banking And Financial Reforms In India, Vol. I, II, III & IV, Academic Foundation, Delhi.
5. Saunders Anthony: Financial Institutions Management: A Modern Perspective; Irwin Publication, McGraw Hill Co., New York.
6. Madura Jeff: Financial Market And Institution; West Publishing Company, New York.
7. Srivastava, R.M.: Management of India Financial Institutions; Himalaya Publishing House, Mumbai

CURRICULUM
MBA (Integrated)

Fourth Year
Autumn Semester (Sem-VII)
Foundation Courses

	Course Title	Contact Hours
FC.20.501*	Principles of Management	12 hrs
FC.20.511	Introduction to Accounting	12 hrs
FC.20.521	Evolution of Indian Business	12 hrs

**Non-graded*

Each foundation course shall have 2 hours of session each day for six days. The courses shall not be part of the Grade Card.

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.501	**Business Communication**	2	1	2	4	3	30	20	50
MB.20.511	Managerial Economics	3	1	-	4	3	30	20	50
MB.20.521	Management Accounting	3	1	-	4	3	30	20	50
MB.20.531	Organizational Behavior	3	1	-	4	3	30	20	50
MB.20.541	Women Leadership and Business	3	1	-	4	3	30	20	50
MB.20.551	**Marketing Management**	3	1	-	4	3	30	20	50
MB.20.561	**IT Tools for Manager**	2	-	2	3	3	30	20	50
	Sub Total				**27**				

Fourth Year
Spring Semester (Sem - VIII)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW#	MTE	ETE
MB.20.502	**Business Research Methods**	3	1	-	4	3	30	20	50
MB.20.512	Financial Management	3	1	-	4	3	30	20	50
MB.20.522	Human Resource Management	3	1	-	4	3	30	20	50
MB.20.532	Operations Management	3	1	-	4	3	30	20	50
MB.20.542	Business Environment	3	1	-	4	3	30	20	50
MB.20.552	**Women Entrepreneurship**	3	1	-	4	3	30	20	50
MB.20.562	**Legal Aspects of Business**	3	1	-	4	3	30	20	50
	Sub Total				**28**				

#: ***Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test etc.***

MBA (Integrated)
Fifth Year
Autumn Semester (Sem – IX)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.603	**Strategic Management**	3	1	-	4	3	30	20	50
MB.20.613	Summer Internship Project**	-	-	-	3	-	-	-	100
Specialization-I	Elective – I	3	1	-	4	3	30	20	50
	Elective – II	3	1	-	4	3	30	20	50
	Elective – III	3	1	-	4	3	30	20	50
Specialization-II	Elective – I	3	1	-	4	3	30	20	50
	Elective – II	3	1	-	4	3	30	20	50
	Elective – III	3	1	-	4	3	30	20	50
	Sub Total				**31**				

Fifth Year
Spring Semester (Sem-X)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.604	**Business Ethics and Corporate Governance**	2	1	-	3	3	30	20	50
MB.20.614	Dissertation ##	-	-	-	3	-	-	-	100
Specialization-I	Elective - I	3	1	-	4	3	30	20	50
	Elective - II	3	1	-	4	3	30	20	50
	Elective - III	3	1	-	4	3	30	20	50
Specialization-II	Elective - I	3	1	-	4	3	30	20	50
	Elective - II	3	1	-	4	3	30	20	50
	Elective - III	3	1	-	4	3	30	20	50
	Sub Total				**30**				

Total Credits	**116**

Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test.

****: Summer Internship** duration shall be of 8 weeks. And evaluation pattern shall be – Report: 75% and Viva-Voce: 25%.

##: Dissertation shall spread over to two semesters i.e. III and IV. Evaluation is - 75% on report and 25% on Viva

Elective Areas

Finance

Course Code	Course Name
FM.20.603	Security Analysis and Portfolio Management
FM.20.613	Corporate Finance
FM.20.623	Banking and Insurance Management
FM.20.633	Financial Statement Analysis
FM.20.604	Financial Derivatives and Risk Management
FM.20.614	International Financial Management
FM.20.624	Financial Modeling
FM.20.634	Corporate Restructuring

Human Resource Management

Course Code	Course Name
HR.20.603	Organization Development Systems
HR.20.613	Talent Management
HR.20.623	Industrial Relations
HR.20.633	Human Resource Analytics
HR.20.604	Diversity and Inclusion
HR.20.614	Human Resource Development Systems
HR.20.624	Performance Management
HR.20.634	Compensation Management

Marketing

Course Code	Course Name
MM.20.603	Consumer Behavior
MM.20.613	B2B Marketing
MM.20.623	Marketing of Services
MM.20.633	Sales and Distribution Management
MM.20.643	International Marketing
MM.20.604	Integrated Marketing Communication
MM.20.614	Digital Marketing
MM.20.624	Rural Marketing
MM.20.634	Retail Management
MM.20.644	Strategic Brand Management

Business Economics

Course Code	Course Name
BE.20.603	Macroeconomic Theory and Policy
BE.20.613	Demand and Business Forecasting
BE.20.623	Money Banking and Finance
BE.20.604	International Business Economics
BE.20.614	Industrial Economics and Competitive Strategies
BE.20.624	Economics of Consumption

Social Sector Management

Course Code	Course Name
SM.20.603	Social Entrepreneurship
SM.20.613	Development Communications
SM.20.623	Business Strategies for Sustainability
SM.20.604	Management of Corporate Social Responsibility
SM.20.614	Management of Social Impact Institutions
SM.20.624	Social Impact Investment

Entrepreneurship and Family Business

Course Code	Course Name
EF.20.603	Entrepreneurship Theory and Practice
EF.20.613	Entrepreneurship and New Ventures
EF.20.623	Dynamics of Family Business Governance
EF.20.604	Management Tools for Entrepreneurs
EF.20.614	Project Formulation and Preparation
EF.20.624	Secrets of Success: Indian Family Business

FOURTH YEAR
AUTUMN
SEMESTER - VII

Business Communication

MB.20.501 **2-1-2-4**

Course Objective:

This course is designed to enhance the communication skills required in different business contexts through various interactive activities. This course will improve the student's self- confidence to express them in the professional business environment. This course will help and acquaint the participants with the basic concepts and techniques of communication, viz Listening, Speaking, Reading & Writing skills.

Course Contents

Effective Communication in Business: Importance and benefits, Components of communication, Forms of Communication, Communication process, Role of Verbal and Non-verbal symbols in communication, Barriers to effective communication, Overcoming communication barriers. **[5]**

Corporate Communication: Characteristics of oral communication, Principles and types of oral communication, Strategies to handle different communication, Professional communicator responsibilities, corporate communication and Public Relation, Role of social media in communication **[8]**

Forms of Communication in Written Mode: Planning and execution of messages, Writing reports, proposals and business plans, Drafting of notice, Agenda, Minutes and resolutions of meeting, Creating and delivering good presentations, Managing data and visuals. **[8]**

Business Etiquettes and Cross-cultural Communication: Introduction, Constituents of Etiquettes, Business Etiquettes and modern technology, Workplace culture, Communicating across different cultures, Culture and writing skills. **[6]**

Career Management and Technology: Introduction, Searching for talent, looking for Job, Planning for Job, Social Networking and Job search, Preparing for Resume, Cover Letter, Group Discussion and Interview, Technology in Business Communication. **[5]**

Storytelling for Business Success: Role of storytelling in businesses today, Methods of storytelling, Model of crafting an effective story, 7 C's of storytelling, Crafting participants' personal stories **[7]**

Text Books:

1. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), "Business Communication", 13th Edition, New Delhi: McGraw Hill Education.
2. Raman, M. and Singh, P. (2012), "Business Communication", 2nd Edition, New Delhi: Oxford University Press.

Reference Books

1. Chaturvedi, P.D. and Chaturvedi M. (2011), "Business Communication, Concepts: Cases and Applications, 2nd Edition, Pearson Education, India.
2. Mukerjee, H.S. (2013), "Business Communication", 2nd Edition, OUP India.

Managerial Economics

MB.20.511 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic Theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. While conducting this course importance is given to the complexity of decision making process emanating from evolutionary changes that have occurred in the business firms over time.

Course Contents

Nature and scope of Managerial Economics: Economics and optimization techniques- Introduction to Economics and Managerial Economics, theory of the firm and objectives of the firm; Nature and functions of profit; total, marginal and average relationships Optimization analysis- profit maximization through total revenue-total cost approach; profit maximization through marginal analysis. **[6]**

Demand Analysis, Demand Estimation and Demand Forecasting- Individual's demand, specification of the demand function, factors affecting demand Different concepts of elasticity and their measurement, relationship between price elasticity, total revenue and marginal revenue Use of elasticity in managerial decision-making, introduction of demand estimation Methods of demand estimation; use of regression analysis in demand estimation; demand forecast with qualitative and quantitative methods. **[8]**

Theory of production, cost concepts, cost functions and estimation- Production function; short run production function, law of diminishing returns; Production Function and Iso-quants and Iso-costs function; Optimal combination of inputs for minimizing cost ; long run production function and returns to scale; Type of costs; short run and long run cost functions, marginal costs, average costs ; Fixed and variable costs and estimation of cost functions; break-even analysis. **[12]**

Market Structure, Pricing Practices and Game Theory-What are different market structures; Pricing under perfect competition; assumptions, short run and long run equilibrium of the firm and market Determination of price; profit maximization; Pricing under Monopoly: pure and discrimination monopoly; Pricing determination under Monopolistic Competition; Pricing under Oligopoly and Duopoly; Game Theory and Strategic Behavior; Role of the Government in pricing. **[13]**

Text Books

1. Salvatore, D. (2014), "*Managerial Economics in a Global Economy*", 8th Edition, New Delhi: Thomson South-Western.
2. Samuelson, A.P. and Nardhas, W.D. (2010), "*Economics*", 19th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dholakia, R.H. and Oza, A.N. (2003), "*Microeconomics for Management Students*", New Delhi: Oxford University Press.
2. Gupta, G.S. (2003), "*Managerial Economics*", New Delhi: McGraw Hill Education.
3. Keat, P. and Banerjee, S. (2010), "*Managerial Economics: Economic Tools for Today's Decision Makers*", 6th Edition, New Delhi: Pearson Education.
4. Kreps, D.M. (2004), "*Microeconomics for Managers*", New Delhi: W.W. Norton and Company.

Management Accounting

MB.20.521 **3-1-0-4 (Contact hrs: 39)**

Course Objective

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Course Contents

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost, Materials, Labour and overheads and their allocation and apportionment, Preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting. **[4]**

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc. **[6]**

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc. **[8]**

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. **[8]**

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each. **[7]**

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing. **[6]**

Text Books

1. Horngren (2015), "Financial and Managerial Accounting", 5th Edition, New Delhi: Pearson Education.
2. Khan, M.Y. and Jain, P.K. (2103), "Management Accounting: Text, Problems and Cases", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Colin, D. (2005), "Management Accounting for Business", 3rd Edition, Thomson, India
2. Pandey, I.M. (2009), "Management Accounting", New Delhi: S. Chand and Sons.
3. Pauline, W. (2006), "Financial and Management Accounting", 7th Edition, Pearson Education.

Organizational Behavior

MB.20.531 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Contents

Introduction: Historical evolution of OB, Organizational structure, Management functions and roles, Developing an OB Model. **[4]**

Individual Behavior: Personality and values, Personality assessment instruments, Attitudes and job satisfaction, Perception and attribution, linking individual behavior to the workplace. Learning: Concept, Learning theories, Reinforcement, Administering reinforcement, Organizational behavior modification. **[9]**

Motivation: Definition and importance, early theories of motivation, Contemporary theories of motivation, Motivational tools in organization – Job characteristics model, Employee involvement, Rewards. **[7]**

Group Behavior: Concept of Groups, Stages of group development, Group properties, Group decision making, creating effective teams, turning individual into team players. Skills for Managing Teams: Communication, Conflict, Power and Influence, Emotional intelligence. **[8]**

Leadership: Concept, Leadership styles, Theories – Trait, Behavioral, Contingency; Finding and creating effective leaders. **[6]**

Managing Modern Organizations- Culture formation, Managing cross cultural differences, Innovation and learning organization. **[5]**

Text Books

1. Luthans, F. (2013), "Organizational Behavior-An Evidence-Based Approach", 12th Edition, New Delhi, McGraw Hill Education.
2. Robbins, S.P., Judge, T.A. and Vohra, N. (2017), "Organizational Behavior", 16th Edition, New Delhi, Pearson Education.

Reference Books

1. Newstrom, J.W. (2007), "Organizational Behavior-Human Behavior at Work", 12th Edition, New Delhi, McGraw Hill Education.
2. Pareek, U. and Khanna, S. (2011), "Understanding Organizational Behavior", 3rd Edition, New Delhi, Oxford University Press.
3. Parikh, M. and Gupta, R. (2010), "Organizational Behavior", McGraw Hill Education.

WOMEN LEADERSHIP AND BUSINESS

MB.20.541 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The primary objective of this course is to begin to uncover and understand the unique challenges, constraints, and opportunities that face women today as they ascend to leadership positions in organizations.
- A secondary objective of the course is to encourage students to think critically about the kinds of interpersonal, social, and cultural changes that are necessary to support women's advancement in positions of power and authority.

Course Contents

Women in Management: Current status of women leaders, Concepts of gender and leadership in Indian culture, Global gender perspectives in business, Confronting problems faced by women in organizations, Human resource management for gender diversity, Identity and social networking, Legal perspectives for women in India, Working women in emerging markets. **[6]**

Leadership: Concept, Leadership development for women, Leadership identity, Leadership assessment, Aligning leadership strategy and style with personal values and self-image, Personal brand in the workplace, Successful women leadership models abroad. **[6]**

Building Leadership Potential Self-awareness, Emotional intelligence, Leading and managing teams, Interpersonal skills, Conflict management, Managing and leading teams, Effective negotiations. **[8]**

Leadership Communication: Persuasion and argumentation, Thinking through a management situation, Presentation skills, Communication analytics. **[6]**

Developing a Leadership Style: Leading with authenticity, Strategies for implementing personal change, Leveraging talent in teams, Diversity inclusion, Coaching sessions in small groups. **[5]**

Managing in a digital age: Data Analytics, Digital Marketing, Identity and social networking **[3]**

Business Transformation: Bird's eye view of organizational functioning – Finance, Marketing, HR and Operations Management of systems - Entrepreneurial skills, Strategic leadership. **[5]**

Text Book:

1. Eagly, A. H., & Carli, L. L. (2007). Through the labyrinth: The truth about how women become leaders. Boston, MA: Harvard Business School Press.

Reference Book:

1. Northouse, P. G. (2016). Leadership: Theory and practice (7th ed). Thousand Oaks, CA: Sage.

Marketing Management

MB.20.551 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

In this comprehensive and practical introduction to marketing management, the learner will improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans.

Course Contents

Understanding Marketing Management: Defining marketing for new realities, the value of marketing, the scope of marketing, core marketing concepts, the new marketing realities. **[6]**

Developing Marketing Strategies and Plans: Marketing and customer value, the value delivery process, the value chain, core competencies, strategic marketing planning and process, building customer value, satisfaction, and loyalty. **[6]**

Conducting Marketing Research: The scope of marketing research, the marketing research process, measuring marketing productivity. **[5]**

Analyzing Consumer and Business Market: Consumer behaviour and factors influencing consumer behaviour, the buying decision process, organizational buying and participants. Organizational buying process and stages. **[6]**

Building Strong Brands: Identifying market segments and targeting, segmentation criteria, crafting the brand positioning, creating brand equity, managing brand equity. **[5]**

Creating value through product and pricing: Product characteristics, classifications and differentiation, product life cycle and marketing strategies, developing pricing strategies and programs. **[5]**

Designing and Managing Integrated Marketing Communication: the role of marketing communication, developing effective communication, managing the integrated marketing communication process, managing advertising, sales promotion, event & experience, and public relations. Managing digital communication – online, social media, and mobile. **[6]**

Text Books

1. Kotler, P. and Keller, K.L. (2016), "Marketing Management", 15th Edition, New Delhi: Pearson Education.
2. Saxena, Rajan. (2019), "Marketing Management", 6th Edition, McGraw Hill Education

Reference Books

1. Grewal, D. and Levi, M. "Marketing," 5th Edition, Chennai: McGraw Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "Marketing Moves: A New Approach to Profit Growth and Renewal", Boston: Harvard Business School Press.

IT Tools for Managers

MB.20.561 **2-0-2-3**

Course Objective:

In an increasingly complex world, information technology thinking, understanding, and skill are more important than ever. In this course participants are introduced to the fundamental concepts and with skills for proficiency in information system. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the information and data.

Course Contents

Introduction to IT tools and MIS: Systems, data and information and knowledge, Importance of IT tools like spreadsheet, MS-Excel, and MIS in the competitive business environment. Introduction to Information Systems Technology, Basic Excel skills, Using Excel functions and developing Spread Sheep Models. **[7]**

Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Database Management System, Networking, Systems and Application Software, IT's people view, empowering people through information. **[7]**

Managing change – the Indian paradigm. managing the digital divide, big data. Decision Making and Types of information systems, Management information systems, transactions processing systems, decisions support systems, expert systems, office automation systems and knowledge-based systems. **[8]**

Structured decision making, unstructured decision making and semi structured decision making, Information Systems Analysis & Design, Stages of SDLC, Feasibility study, systems study and systems design, Resource utilization, implementation, audit, operation, maintenance and modification, **[8]**

Functional Information Systems, Marketing, Finance, HR, Production/Operations information systems, Enterprise Resource Planning, Process Mapping, Implementation Management. **[9]**

Text Books

1. Albright, C.S., Winston, W.L. and Zappe, C. J (2009), "*Decision Making Using Microsoft Excel*", New Delhi: Cengage Learning.
2. Efraim, T., Dorothy, L., Ephraim, M., and James, W. (2010), "*Information Technology for Management: Transforming Organizations in the Digital Economy*", 7 Edition, New Delhi: John Wiley and Sons.

Reference Books

1. O'Brien, J.A. (2010), "*Management Information Systems: Managing Information Technology in the Business Enterprise*", 7 Edition, New Delhi: McGraw Hill Education.
2. Stair, R. (2008), "*Principles of Information System*", New Delhi: Cengage Learning.
3. Williams, B.K. and Sawyer, S.C. (2012), "*Latest Complete Version Using Information Technology: A Practical Introduction to Computers and Communications*", New Delhi: McGraw Hill Education.

FOURTH YEAR
SPRING
SEMESTER - VIII

Business Research Methods

MB.20.502 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. The students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem.

Course Contents

Introduction to Statistics: Origin, Nature and scope in business management, Data processing – Classification, Summarization, Tabulation of data – presentation (tabular and graphic) – Frequency distribution, Measures of central tendency - Arithmetic mean, Weighted mean, Geometric mean, Median, Mode, and Partition values – Quartiles, Deciles and Percentiles, Measures of dispersion - Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation **[6]**

Business Research: Nature of business research, Business research process, Ethics in business research, recent trends. **[4]**

Research Designs: Introduction and classification, Exploratory Research, Descriptive research, Causal research. **[4]**

Measurement and Scaling: Primary scales of measurement, Comparative scaling Techniques, Non-Comparative scaling techniques and Scale evaluation. **[5]**

Data Collection & Preparation: Primary data, Secondary data, Questionnaire and form design, Objectives, Design process. **[5]**

Sampling: Sampling design process, Classification of sampling techniques, Sample size determination. **[4]**

Data Analysis: Hypothesis meaning, Sources types - Parametric and non-parametric tests, Parametric test, T test, F Test and Z test, Non Parametric Test - U Test, Kruskal Wallis, Sign test, Discriminant analysis, Factor and cluster analysis. **[7]**

Report Writing & Presentation: Significance, Report writing- Steps, Layout, Presentation - Executive summary, Precautions, Norms for using tables, Charts and diagrams – Appendix, Index and Bibliography. **[4]**

Text Books

1. Bajpai, N. (2017), "*Business Research Methods*", 2nd Edition, New Delhi: Pearson Education.
2. Mishra, P. (2015), "*Business Research Methods*", New Delhi: Oxford University Press.

Reference Books

1. Bryman,A. and Bell, E. (2015), "*Business Research Methods*", 4th Edition, OUP New Delhi:
2. Cooper, D. R., Schindler, P.S., Sharma, J.K. (2015), "*Business Research Methods*", 11th Edition, New Delhi McGraw Hill Education.

Financial Management

MB.20.512 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The objective of this course is to develop a foundation of financial management concepts. This will enable the students to understand how corporations make investment & financing decisions. This course will help the students in understanding both the theoretical and practical role of financial management in business corporations.

Course Contents

Introduction to Finance: Financial markets, Financial institutions, Financial services, Financial instruments, Functions and goals of finance. ***Financial Management***: Nature, Scope, and Objectives of financial management, Time value of money, Risk and return. **[6]**

Capital Structure and Cost of Capital: Capital structure and leverage, Optimum capital structure, Measurement of specific costs, Computation of overall cost of capital **[9]**
Financing Decision: Long-term financing, Short-term financing, Term financing, Venture capital, Basics of lease financing.

Capital Budgeting: Principles, Techniques, Measurement and evaluation, Case study problems. **[9]**
Working Capital Management: Planning of working capital, Working capital financing and Inventory management.

Financial derivatives: Options, Futures, Forwards, Warrants, Hedging using derivatives. **[5]**

Dividend Policy Decision: Dividend and valuation, Determinants of dividend policy **[5]**

Behavioral Finance Investment Decision Cycle: Judgment under uncertainty, Utility/ Preference functions, Expected Utility Theory [EUT]. **[5]**

Text Books

1. Horne, V. (2008), "*Fundamentals of Financial Management*", 12 Edition, New Delhi: Pearson Education.
2. Lawerence, J.G., and Zutter, C.J. (2015), "*Principles of Managerial Finance*", 14 Edition, New Delhi: Pearson Education.

Reference Books

1. Brigham, E.F. (2014), "*Financial Management Theory and Practice*", 14 Edition, New Delhi: Cengage Learning.
2. Chandra, P. (2008), "*Financial Management*", 7 Edition, New Delhi: McGraw Hill Education.
3. Khan, M.Y. and Jain, P.K. (2005), "*Basic Financial Management*", 2 Edition, New Delhi: McGraw Hill Education.
4. Pandey, I.M. (2008), "*Financial Management*", 10 Edition, New Delhi: Vikas Publishing House.

Human Resource Management

MB.20.522 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
This course will help students to learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration. This course will also discuss how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, development etc) and organizational culture.

Course Contents

HRM: Meaning, Nature, Scope and functional area of HRM, Approaches to HRM- soft hard, Strategic HRM, Managing HR Function: Organizing the HR Unit, Line and Staff Relationship, Policies and Procedures, Planning HR activities, Controlling HR Function **[6]**

HRP: Concept of HRP, Objective, HRP Process, Strategic role of HRP Job Analysis, Job Description, Job Specification and Job Design, Recruitment: sources/ Methods, Selection - Steps in selection procedures, Interview (Structured/ Non-structured), Induction and Placement. **[9]**

Training and Development: Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing, Career management and Talent Management. Nature, objectives and process; **[6]**

Performance management: Methods of performance appraisal; Potential appraisal; Employee counseling - Concept and policies. **Compensation** - Base and supplementary compensation; Individual, group and organization incentive plans, Fringe benefits, Performance linked compensation, Employee stock option, Job evaluation. **[7]**

Employee health and safety: Employee welfare; Social security measures, Employer-employee relations- An overview; Grievance handling and redressal, Industrial disputes: Causes and settlement machineries, Trade Union- Nature, Trade Union Movement in India, Strategic choices before managers and unions and managing unions. **[6]**

Virtual Organizations and role of HR: Managing Employee Downsizing, Employee Empowerment and Worker's Participation in Management, Changing Role of HR in Global Scenario. **[5]**

Text Books

1. Ashwathappa, K. (2015), "*Human Resource Management*", 7 Edition, New Delhi: McGraw Hill Education.
2. Dessler, G. and Varkkey, B. (2017), "*Human Resource Management*", 15 Edition, New Delhi, Pearson Education.

Reference Books

1. Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2009), "*Human Resource Management*", 5 Edition, New Delhi: McGraw Hill Education.
2. Mondy, A.W. and Noe, R.M. (2016), "*Human Resource Management*", 14 Edition, New Delhi, Pearson Education.
3. Banfield, P. and Kay, R. (2009) "*Introduction to Human Resource Management*", New Delhi: Oxford University Press.

Operations Management

MB.20.532 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Operations management exists in diverse types of functions, industries, organizations, and management jobs. Operations managers range from first-level supervisors to senior vice- presidents, who use a variety of resources to systematically plan, design, manage, and improve systems that effectively accomplish the operations task. The challenge for operations managers is to produce products and deliver services in a way that is compatible with the business strategy of the company.

Course Contents

Understanding Operations: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. **[4]**

Operations Strategy: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement. **[6]**

Supply Network Management: Designing and managing supply networks, The design of services and products, Process Design, Process Analysis, Location, Layout and flow, The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design. **[8]**

Measuring Product Development Performance, Service Encounters, Structuring the Service Encounter, Service-System Design Matrix, Managing Capacity, Managing Demand, Inventory Management. **[8]**

Quality Management & Control: Quality Concept, Costs, Tools, Statistical Process Control, Process Capability, Operations Strategy, Lean Synchronization, : Process Analysis – Process utilization and capacity, impact of variability, Understanding Supply Chain Management. **[8]**

Quality Management & Control: JIT and Lean Production , Performance Management System, Design of Operating Systems, Managing Projects, Linking Behavior to Operations, Linking Finance to Operations. **[5]**

Text Books

1. Chase, R.B., Shankar, R. and Jacobs, F.R. (2015), "*Operations and Supply Chain Management*", 14Edition, New Delhi: McGraw Hill Education.
2. Heizer, J. and Render, B. (2015), "*Operations Management: Sustainability and Supply Chain Management*", 11 Edition, New Delhi: Pearson Education.

Reference Books

1. Bedi, K. (2013), "*Production and Operations Management*", 3 Edition, New Delhi: Oxford University Press.
2. Buffa, E.S. and Sarin, R.K. (2008), "*Modern Production/Operations Management*", New Delhi: John Wiley and Sons.
3. Chary, S.N. (2015), "*Production and Operations Management*", 5 Edition, New Delhi: McGraw Hill Education.

Business Environment

MB.20.542 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand the overall business environment and evaluate its various components in business decision making.
- To understand the real life situations vis-à-vis economic systems of India and other countries.
- To analyze the impact of economic reforms on different industries.
- Explore socio-cultural issues of the society that influence business decisions.
- To understand legal environment of business in order to comply with it.

Course Contents

Nature and Characteristics of Contemporary Business: Internal and external environmental factors, Environmental analysis and strategic management. **[4]**

Environmental Analysis and Forecasting: Environment scanning and its processes, Techniques for environmental forecasting, Benefits and limitations of environment forecasting. **[4]**

Anatomy of the Indian Economy: Economic system, Planning process, Trend in macroeconomic variables, Economic structure and the stage of development. **[12]**
Economic Policies: Determinants of National Income, Inflation, Fiscal policy, Monetary policy and Trade policy, Economic fluctuations.

Politico-legal Environment: Relationship between business and Government, Important business laws in India - Companies Act, Competition Law, FEMA, SEBI Act, and Consumer Protection Act. **[5]**

Impact of Culture and Values: Inter-relationship between business and society, Salient features of Indian culture and values and its impact on business, The stakeholder Model of business, Problems created by business, SA8000. **[5]**

Technological Environment: The contribution of technology, Integrating technology with Business, Technology transfer, Managing technology for development, Multinationals as source of technology. **[4]**

Economic Reforms in India: The New Economic Policy – Globalization, Exim policy, Banking policy and FDI policy, Reforms in capital market, Salient Features of WTO. **[5]**

Text Book:

1. Cherunilam Francis, Business Environment: Text & Cases, 17th revised edition, Himalaya Publishing House.

References Books:

1. AC Fernando, Business Environment (2011), Pearson Education.
2. Aswathappa K, Essentials of Business Environment (8th edition), Himalaya Publishing House.
3. Pailwar Veena Keshav, Economic Environment of Business (2009), PHI

Women Entrepreneurship

MB.20.552 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

Gender is a critical factor as it shapes our understanding of whom and what can be legitimately recognized as an entrepreneur. This course seeks to develop an understanding of a woman entrepreneur and the specific requirements and conditions that affect the same.

Course Contents

Woman Entrepreneur: Profile of women-owned businesses, Typology of female entrepreneurs, The Socio-economic context of female entrepreneurship - Labour market structure, occupational segregation, gender pay gap, work-life balance, workplace discrimination, glass ceiling effect, sexrole inventory, gender role expectations of society, stereotyping, perception towards female underperformance. **[8]**

Feminist approaches: Defining gender, Sensitivity and women, Role expectations for women, House work versus office/business work, Double roles of women, Role of women in family businesses, The 5M framework, Female networking, gender roles and activities, Resources- Access to entrepreneurial capital, Social capital, Human capital, Financing women owned businesses, Accessing finance, Challenges faced by women entrepreneurs, Venture capital funding for women. **[8]**

Entrepreneurship as empowerment: High technology entrepreneurship and women entrepreneurs, Science and technology enterprises, Gender and technology, Entrepreneurship, Gender and empowerment, Entrepreneurial opportunities for women, Motivating women entrepreneurs. **[7]**

Women entrepreneurs in India: Rural and urban, Roles, Education levels, Social roles and perception of women, Potential projects, Social entrepreneurship, Role of women in the economy, Role of women in the earning potential of a household, Reception of women entrepreneurs, Obstacles faced by women entrepreneurs, Needs of women entrepreneur, Efforts to increase women entrepreneurship in India, Programs for women entrepreneurs, Institutions engaged in promoting women entrepreneurship. **[10]**

Case studies of Women entrepreneurs. **[6]**

Text Books:

1. McAdam, M., Female Entrepreneurship, Routledge
2. Case Studies = Menon, S., Leading Ladies, Vol. I and II, Fortytwo Books, Mumbai.

References Books:

1. Lavanya, T., Women Empowerment through Entrepreneurship, New Century Publications
2. Kumar, Anil, Women Entrepreneurship in India, Regal Publications
3. Singh, A.K., Suguna, K. and Reedy, R.V.M, Women Entrepreneurship, Vol. I & II, Serials Publications
4. Guillen, M.F. , Women Entrepreneurship, Routledge
5. Kirpal, A., Women Entrepreneurs, Sage Publishers
6. Jauhari, V., Griffy-Brown, C., Women, Technology and Entrepreneurship, Reference Press

Legal Aspects of Business

MB.20.562 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To provide an overview of important laws those have a bearing on the conduct of business in India.
- To address current issues in the Corporate Tax, contracts, sales and labor law and assess the impact of these laws on business.
- To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.
- To understand electronic governance and electronic records and various modes of dispute resolution in business transactions.

Course Contents

The Indian Contract Act, 1872: Contract defined, Establishing the contract - Offer and acceptance, Essentials of a valid contract, Performance of contract, Breach of contract and its remedies, Contingent contract, Quasi contracts, Agency. **[6]**

The Companies Act, 2013: Major principles – Nature and types of companies, Formation - Memorandum and Articles of Association, Prospectus, Power, Duties and liabilities of directors, Winding up of companies, Corporate Governance. **[8]**

The Sale of Goods Act, 1930: Nature of contract of sale, Conditions and warranties, Transfer of ownership and delivery, Rights of unpaid seller and rights of buyer. **[5]**

Industrial laws: An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act, Minimum Wage Act. **[6]**

The Competition Act, 2002: Competition commission – aims and objectives, Major concepts, Prohibition of anti-competitive agreements, Prohibition of abuse of dominant position, Regulation of combination, Power of commission. **[5]**

Consumer Protection Act, 1986: Consumer and complainant, Consumer rights, Procedures for consumer grievances redressal, Types of consumer redressal forums. **[5]**

The Information Technology Act, 2000: Objectives, Acknowledgement and dispatch of electronic records, Digital signature, Duties of subscriber, Penalties and adjudication. **[4]**

Text Book:

1. Pathak Akhileshwar, Legal Aspects of Business, 6th Edition, McGraw Hill (India).

References Books:

1. Kapoor N.D., Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
2. Kumar Ravinder, Legal Aspects of Business, Third Edition (2013), Cengage (India).
3. Tulsian P.C. and Tulsian Bharat, Business Law.

FIFTH YEAR
AUTUMN
SEMESTER - IX

Strategic Management

MB.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course provides participants a general management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

Course Contents

Concept, Nature and Scope: Definitions of various strategic terms – Strategy, Corporate Strategy, Business Strategy, Operational Strategy Competitive Advantage and generic building blocks, Sustainable Competitive Advantage, Resources, Capabilities, Resource Based View of the Organization, core competency, distinctive competency, Mission, Visions, Goals, Objectives, Business Model Strategy Making Process: cursory concepts. **[7]**

External Analysis: Strategic Groups, Competitor Analysis: Porter's FFF, EFE (External Factor Analysis) Industry Life Cycle, PESTLED, CPM Matrix (Competitive Profile) Matrix Internal Analysis: Value Chain Concept and Analysis, IFE (Internal Factor Evaluation) Matrix SWOT, TOWS matrix, SPACE matrix. **[8]**

Competitive positioning and the business model: Competitive positioning and business- level strategy, Competitive positioning: Generic business level strategies, Dynamics of competitive positioning. Strategies in fragmented, embryonic, growth industries, Navigating through life cycle to maturity, Strategy in mature and declining industries, Game Theory. **[9]**

Corporate-level Strategy: Horizontal and Vertical Integration, Cooperative Relationships, Strategic Outsourcing, Related and Unrelated Diversification Strategy in the Global Environment: Porter's Diamond, Profitability and profit growth through global expansion, Cost reduction and local responsiveness pressures, choosing a global strategy, Basic entry decisions, Global strategic alliances, Mergers and Acquisitions Strategic Change and **[9]**

Turnaround Strategy: Change Management, Turnaround Strategy. Implementing Strategy through Organizational Design: Controls, Structure, Culture; Building Distinctive Competencies at the functional level implementing strategy in companies operating in single industry, across industries and countries Strategic Audit; Strategy Review, Evaluation and Control – Balanced Score Card. **[6]**

Text Books

1. Barney, J.A. and Hesterly, W.S. (2010), "*Strategic Management and Competitive Advantage*", 5th Edition, New Delhi: Pearson Education.
2. Pearce, J.A. II, Robinson, R.B. and Mittal, A. (2016), "*Strategic Management: Formulation, Implementation and Control*", 12th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dess, G.G., Lumpkin, G.T., Eisner, A.B., McNamara, G. and Kim, B. (2013), "*Strategic Management: Creating Competitive Advantages*", 6th Edition, New Delhi: McGraw Hill Education.
2. Hill, C.W.L., Schilling, M.A. and Jones, G.R. (2017), "*Strategic Management Theory: An Integrated Approach*", 12th Edition, New Delhi: Cengage Learning.

Summer Internship Project

MB.20.613 **0-0-0-3**

Course Objective:
The summer internship project is designed to engage the participants in a field experience with an opportunity to share their hands on experiences and corporate insights, to explore the links between participants' academic preparation and their field work, and to assist participants in developing and carrying out the summer project which will serve to culminate their corporate internship experience.

Internships are individualized and tailored to the needs and interests of each participant in the program. As part of the internship experience, participants are expected to take an active role in finding an appropriate internship for themselves.

Course Contents

Summer internship project is a three credit (full-time) course in which participants must enroll. Participants must maintain a journal of their daily activities and complete a paper analyzing their organizations' mission, structure, accomplishments, and current projects.

Duration: 8 weeks

The evaluation for this course will be determined as follows:

Evaluation pattern shall be – Report: 75% weight and Final Viva-Voce: 25%.

Statement on Academic Dishonesty
Academic dishonesty is defined to include any form of cheating and /or plagiarism. Cheating includes, but is not limited to, such acts as stealing or altering testing instruments; falsifying the identity of persons for any academic purpose; offering, giving, or receiving unauthorized assistance on an examination, quiz, or other written or oral material in a course; of falsifying information on any type of academic record. Plagiarism is the presentation of written or oral material in a manner which conceals the true source of documentary material, or the presentation of material which uses hypotheses, conclusions, evidence, data, or the like, in a way that the participant appears to have done work which she did not, in fact, do.

Security Analysis and Portfolio Management

FM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved.
- The course is designed with a view to acquaint the students with the working of security market and principles of security analysis
- To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Contents

Role of Security Markets in Economy: Organization and Mechanics of Indian Security Markets, Various Securities and their Characteristics, Objective of the Security Analysis Functions of an Organized Security Market, Mechanics of Security Trading, Various Types of Security Markets and their Functions. **[8]**

Stock Exchanges: OTCEI, Depository, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market, Risk and Return, Utility Theory, Portfolio Theory, CAPM, APT, Multi-factor Models, Options and Futures, Security Analysis. **[10]**

Fundamental Analysis: Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm, Pricing of Security (IPOs and Seasoned Equity Open), Financial Statement Analysis, Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factors, The Risk Factors, including Internal Risk, Technical Analysis of Security Pricing, Market Efficiency and Behavioral Finance. **[10]**

Portfolio Management: Portfolio Theory, Portfolio Criteria, Efficient Set, Portfolio Selection and Diversification, The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model), Portfolio Management, Portfolio Objective, Size of Portfolio, Selection Basis and Readjustment, Timings of Disinvestment, Market Microstructure. **[11]**

Text Books

1. Fischer, D.E. and Jordan, R.J. (2009), "*Security Analysis and Portfolio Management*", 6th Edition, New Delhi: Prentice Hall of India.
2. Prasanna, C. (2102), "*Investment Analysis and Portfolio Management*", 4th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Elton, E.J., Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2014), "*Modern Portfolio Theory and Investment Analysis*", 9th Edition, US: Wiley.
2. Marcus, A.J., Mohanty, P., Bodie, Z. and Kane, A. (2009), "*Investments*", 8th Edition, New Delhi: McGraw Hill Education.
3. Reilly, F.K. and Brown, K.C. (2011), "*Investment Analysis and Portfolio Management*", 10th Edition, Cengage Learning.

Corporate Finance

FM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques for analyzing corporate study and understanding.
- To assess and compare the mechanics of discounting cash flows and free cash flows under budgeting criteria.
- To understand the debt structuring for optimal capital structure.
- Evaluate the optimal capital structure and effect of leverage on capital structure.

Course Contents

Introduction to Corporate Finance: Finance function and the role of financial manager, impact of corporate governance on financial decision making; the goal of the firm. **[5]**

Valuation and Capital Budgeting: The analysis of discounted Cash Flow Valuation, FCFF evaluation criteria, EV and EVA valuation Making Capital Investment decisions, and mechanics of Interest Rates & Bond Valuation, duration, convexity and term structure of financial assets, Stock Valuation **[10]**

Risk : Risk & Return, Capital Asset & Pricing Model, Cost of Capital &Valuation **[7]**

Corporate Financing decision: Financial leverages and capital structure policy, Optimum capital structure: concepts, Limit to the use of debt. Long term financing: Leasing, Capital budgeting impact of inflation and taxes, Valuation and Capital Budgeting for the levered firm, Practical problems in capital budgeting, Capital investment decisions, dividend and other payouts. **[10]**

Long term financing: Leasing, hire purchase, factoring. **[7]**

Text Books

1. Damodran, A. (2014), "*Applied Corporate Finance*", 4th Edition, New Delhi: John Wiley and Sons.
2. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K. (2017), "*Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Berk, J. and DeMarzo, P. (2017), "*Corporate Finance*", 4th Edition, New Delhi: Pearson Education.
2. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P. (2014), "*Principles of Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.
3. Damodran, A. (2007), "*Corporate Finance: Theory and Practice*", 2nd Edition, New Delhi: John Wiley and Sons.

Banking Insurance and Management

FM.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to nurture the knowledge of operations of BFSI. With the advent of market oriented approach financial sector, mainly banking and Insurance face the challenge to continuously innovate and improve their products and services. This calls for excellence in the performance of operations of BFSI. This course provides detailed understandings of operations' of BFSI. This course designed to assist the students in understanding both the theoretical and practical of operations of BFSI.

Course Contents

Introduction to Financials Services: Meaning and concepts of banking, Functions of banks. Study on concepts, purposes and mechanism of Insurance, Principles of insurance, and types of insurance, essential feature of insurance contracts. Credit Management in Banks, Types of credit, Modes of credit delivery– Loan Policy, Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs. **[7]**

Treasury Management, Objectives of Treasury, structure & Organization, Functions and Responsibility of Treasurer, Cost Centre, Profit Centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS. **[7]**

BASEL Norms - Three pillars of BASEL Norms and Capital for Operational risk, Frame work for risk management, RBI guidelines on risk management , Risk rating and risk pricing , Methods for estimating capital requirements , Credit risk - standardized approach, advanced approach, Credit rating / credit scoring and rating system design. **[7]**

Product development in the life and non-life insurance sectors in India, Insurance Underwriting - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting. **[7]**

Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement, Insurance and Risk - significance of insurance and risk, Risk Management Process, role of risk evaluation in the process of insurance product formation, principles of insurance pricing and marketing, **[5]**

Elements in Computation of Life Assurance Premium –Mortality, Interest, Expenses, Level Premium System, Calculation of Age, Steps involved in calculation of premium, tools and techniques used in pricing individual life and health insurance. **[6]**

Text Books

1. Dorfman, M.S. (2012), "*Introduction to Risk Management and Insurance*", 10 Edition, New Delhi: Prentice Hall of India.
2. Indian Institute of Banking and Finance (2017), "*Theory & Practice of Treasury and Risk Management in Banks*", 2 Edition, New Delhi: Taxmann Publications.

Reference Book

1. Indian Institute of Banking and Finance (2015), "*Insurance Products (Including pension Products)*", New Delhi: Taxmann Publication

FINANCIAL STATEMENT ANALYSIS

FM.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- We will incorporate key elements that you have learned in your other classes and apply this knowledge systematically to analyses the financial statements.
- The students will understand how to use ratios to compare a firm to its competitors and to evaluate changes in ratios over time. You will also know how to use these ratios to help forecast the future.
- Evaluate a firm's financial performance through both quantitative and qualitative analyses
- Have a framework for linear forecasting future earnings and predicting the stock market's response to quarterly earnings announcements.

Course Contents

Understanding Financial Statements: Notes to financial statement, additional information in annual report segment reporting- full disclosure- management discussion and analysis, **[5]**

Statement of Cash Flows: Comparative statement-common size, vertical and horizontal analysis Overview of Financial Reporting. **[7]**

Financial Statement Analysis: Interpretation Liquidity and solvency analysis using financial statements- the dilemma of cause and effect- Prerequisites of an effective financial statement- case studies. Computation of ROI, PE Ratio, Profitability Ratio, Financial condition ratio operational and managerial efficiency. **[8]**

Tools for Financial Statement Analysis: solvency ratio- Dividend policy- Growth measure- Computation of CAGR, PEG ratio, Du Pont analysis. Financial, planning and strategy, **[8]**

Advance analysis in Financial Statement: Financial forecasting; exponential smoothing, stationary time series and their properties; random walk model; unit roots, tests of stationarity; financial forecasting with AR, MA and ARMA models, Box-Jenkins methodology for ARIMA models, **[11]**

Text Books:

1. Khan and Jain ; Financial management,6th edition, McGraw Hill (India).
2. Tsay.S.R; Analysis of Financial Time Series: Financial Econometrics, 3rd Edition, 2010, WSE, (US)

References Books:

1. Pandey.M.I ; Financial management; 11th Edition, 2018, Vikas Publication(India)
2. Wang.P; Financial Econometrics (Routledge Advanced Texts in Economics and Finance), 2008, Routledge (US)
3. Subramanyan.R.K, Wild.J.J; Financial Statement Analysis; 10th Edition, Mc Graw Hill (India)

Organization Development Systems

HR.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Students will learn how to improve individual, group/team and organizational performance through the use of OD techniques or interventions like group dynamics, training, culture change, and work-life balance.

Course Contents

Introduction: Leading Change – Why transformation efforts fail? **[2]**

Evolution and relevance of OD: Laboratory training background, Action research and survey feedback background, Participative management background, Productivity and quality of work background. **[4]**

Nature of Planned Change: Theories of planned change, General model of planned change, Types of planned change, designing intervention. **[4]**

The OD Process: Entering and contracting, Diagnosing organizations, Diagnosing groups and jobs, Collecting and analyzing diagnostic information, Feedback diagnostic information, Designing Interventions. **[6]**

Human Process Interventions: Executive coaching, Training and development, Team building, Conflict resolution, Improving interpersonal and intergroup relations. **[6]**

Techno Structural Interventions: Restructuring organization, Employee involvement, Work designs, Responsibility charting. **[5]**

Human Resource Management Interventions: Performance management, 360 degree feedback, Leadership development, Diversity management, Mentoring programs, Developing and assisting members. **[6]**

Strategic Interventions: Environmental framework, Competitive and collaborative strategies, Culture change, Learning and knowledge management. **[4]**

Special Applications of OD: OD in Global Setting, OD in non-industrial setting, Future directions in OD. **[2]**

Text Books:

1. Thomas G. Cummings and Christopher G. Worley (2015), *"Organization Development and Change"*, 10th Edition, New Delhi, Cengage Learning.
2. Bhattacharya Dipak Kumar (2014), *"Organization Change and Development"*, 1st Edition, New Delhi, Oxford University Press.

Reference Books:

1. Krishnamacharyulu CSK and Ramkrishnan Lalitha (2014), *"Organization Development"*, 1st Edition, New Delhi, PHI.
2. Wendell L. French, Cecil H. Bell, Robert A. Zawacki (2015), *"Organization Development and transformation-Managing Effective Change"*, New Delhi, Tata McGraw Hill.
3. Jim Grieves, (2010*), "Organizational Change-Themes & Issues"*, New Delhi, Oxford University Press.

Talent Management

HR.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of the course is to make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization. Students will develop a conceptual understanding of the management of talents in the competitive environment.

Course Contents

Introduction: Concept, Scope, Models/Approaches, Difference between talents and knowledge, Talent value chain, Elements of talent friendly organizations, Talent management process, Competitive advantage. **[5]**

Components of TMS: Challenges of TMS, Building blocks of TMS, Role of HR manager, Competency mapping, Process and Methods of competency mapping, Strategic performance appraisal, Designing the TMS. **[7]**

Talent Planning: Concept, Succession management process, Integrating succession planning and career planning, Designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent. **[8]**

Potential identification: Coaching, Mentoring, training and development with talent management, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system **[7]**

Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success **[7]**

Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India **[5]**

Text Books

1. Berger, L.A. and Berger, D.R. (2010), "*The Talent Management Hand Book*", 2nd Edition, New Delhi: McGraw Hill Education.
2. Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. (2008), "*Human Resource Management: Gaining a Competitive Advantage*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chowdhary, S. (2009), "*The Talent Era*", 1st Edition, New Delhi: Pearson Education.
2. Shukla, R. (2009), "*Talent Management*", 1st Edition, New Delhi: Global India Publications Pvt. Ltd.
3. Snell, S.A. and Bohlander, G.W. (2012), "*Managing Human Resources*", 16th Edition, New Delhi: Cengage Learning.

Industrial Relations

HR.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The aim of this course is to make participants conversant regarding conflict management in legal perspective and judicial system pertaining to labor management relations. Participants will be familiar with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes. This course also allows participants to view industrial relations within an international context as well as providing an insight into the workings of the Indian labour market.

Course Contents

Industrial relations: Definition – Nature - Evolution of IR in India - Context and environment of IR - Three actors and their roles in IR -Approaches to IR and HR Relations - Gandhian approach - Marxian approach and Dunlop's Systems approach. Emerging Trends in IR, Future of IR in India **[9]**

Role of trade unions: Trade union in India, National level federations, Goals and objectives of unions and union leadership, Weaknesses in trade unions, Types of trade unions, Theories of trade unionism, Cross cultural aspects of union management relations, Trade Union Act 1926 - An overview, Union recognition, De –unionization strategies. IR policies: The state and IR policies - Evolution of IR policies - National Commission on Labor and IR policy (1969). **[10]**

Grievance procedure: discipline - Labor courts - Collective bargaining: concept and development - Industrial unrest in India. Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes - Lockouts - Lay Off-Retrenchment - Unfair Labor Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling. **[10]**

Industrial Democracy: Concept and scope of industrial democracy, Worker's participation, Objectives for successful participation, Strategy, Practices, Behavioral science contribution and models, Rationale for participation, Issues in participation, Strategies for making participation work and making participation more effective. Labor legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen's Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965. International experiences, Emerging trends and Future role of IR. **[10]**

Text Books

1. Sinha, P.R.N., Sinha I.B. and Shekhar, S.P. (2013), "*Industrial Relations: Trade Unions and Labour Legislation*", 2nd Edition, New Delhi: Pearson Education.
2. VenkataRatnam, C.S. and Dhal, M. (2017), "*Industrial Relations*", 2nd Edition, New Delhi: Oxford University Press.

References Books

1. Bray, M., Deery, S., Walsh, J. and Waring, P. (2011), "*Industrial Relations*", 3rd Edition, New Delhi: McGraw Hill Education.
2. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012), "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi: McGraw Hill Education.

Human Resource Analytics

HR.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

To provide the students understanding of concepts, tools and techniques of HR Analytics that could be applied to make human resource management evidence based.

Course Contents

Introduction to HR Analytics: Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model. **[6]**

Creating Business Understanding for HR Initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics. **[8]**

Forecasting Budget Numbers for HR Costs: Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions. **[8]**

Predictive Modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning. **[5]**

Communicating with Data and Visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues. **[8]**

Predictive Modelling in HR: Logistic regression; Decision tree; Creating a policy on the basis of analytics. **[4]**

Text Book:

1. Bhattacharyya, Kumar, D. (2017), HR Analytics - Understanding Theories and Applications, Sage Publications India.

Reference Book:

1. Ramesh Soundararajan, Kuldeep Singh (2016), Winning on HR Analytics - Leveraging Data for Competitive Advantage, Sage Publications India.

Consumer Behavior

MM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course is offered as a marketing elective in the third semester. It helps students understand the behavior of consumers before and after purchase. The course helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions.

Course Contents

Introduction to consumer behavior: Nature and scope and application Segmentation Application of consumer behavior in marketing, Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques. **[7]**

Individual determinants: Consumer needs and motivation, Theories of personality and their implication for consumer, Behavior Consumer perception and attitude Theories of learning and communication **[7]**

Consumer decision processes: Problem recognition Search and evaluation Purchasing processes and post purchase behavior Opinion leadership and its dynamics, Modeling consumer behavior: Economic model-psychoanalytical model, sociological model, Howard Seth model-Nicosia model-Engel Blackwell model, VALS2. **[9]**

Consumers in their social and cultural settings: Group dynamics Reference groups and consumer behavior Influence of family and social class Influence of cultural and cross-cultural aspects of consumer behavior, Motivation – needs - goals- dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioral perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow's hierarchy of needs- Properties of motivation- Three main types of conflicts- Attitudes-definition beliefs- affect behavioral intention-attitude changing strategies- Elaboration Likelihood model and celebrity endorsements. **[9]**

Consumption and post purchase behavior: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process – Measuring customer satisfaction **[7]**

Text Books

1. Schiffman, K., Kanuk, L.L. and Kumar, S.R. (2015), "*Consumer Behavior*", 11th Edition, New Delhi: Pearson Education.
2. Hawkins, D.I., Motherbaugh, D.L. and Mookerjee, A. (2014), "*Consumer Behavior: Building Marketing Strategy*", New Delhi: McGraw Hill Education.

Reference Books

1. Chaudhuri, A. (2007), "*Emotion and Reason in Consumer Behavior*", New Delhi: Elsevier, Butterworth-Heinemann.
2. Lindquist, J.D. and Sirgy, M.J. (2009), "*Shopper, Buyer, and Consumer Behavior: Theory and Marketing Applications*", New Delhi: Biztantra Dreamtech Press.
3. Solomon, M.R. (2013), "*Consumer Behavior: Buying, Having, and Being*", 10th Edition, New Delhi: Prentice Hall of India.

B2B Marketing

MM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To analyze the process of developing and managing industrial products.
- To provide participants with an understanding on how the basic principles of marketing are applied to the B2B arena and where are the comparisons and contrasts with consumer marketing.

Course Contents

Nature, Scope and Challenges of Business Marketing: Differences between B2B Marketing and B2C Marketing, Challenges of B2B Marketing, Business Market Processes, Working Relationships and Business Networks. **[3]**

Business Customer's Buying Process and Behavior: Understanding Purchasing Orientation, The Concept of Buying Centre, Modeling Business Customer's Buying Behavior, Understanding the Buying Process, Evaluation of supplier Performance. **[3]**

Segmentation of business market: Identification of Relevant Bases of B2B Markets, Approaches to segmenting B2B, Segmenting B2B Customers in Mature Market, Cost-Benefit Analysis of segmentation decisions. **[4]**

High-tech Industrial product development and marketing: The growth of New-to-the World Technologies, Technology Forecasting, Technology Appraisal, Managing Technological Risk, Critical Issues Facing High – Tech Markets, The Future of Technology Commercialization. **[4]**

Managing Mature Industrial Products: Concepts of Market life Cycle, Key Concepts of Commoditization, Flexible Market Offerings. **[3]**

Pricing of Industrial Products: Relevant Cost for Pricing of Industrial Products, Factors Determining Industrial Buyer's Price – Sensitivity, Perceived Value Pricing model for Industrial Products, Competitive Bidding, Price Negotiations, Pricing OEM Manufacturer's Product, Lease Pricing, The Future: Pricing and the World Wide Web. **[4]**

Business –to–Business Distribution: Distinctive Aspects of Business–to–Business Channels, Business Customer's Channel Function Requirements, Types of Intermediaries in Business – to –Business Distribution, Multiple Channels, Hybrid Channels and Adaptive Channels. **[4]**

Logistics of Industrial Products: Special Role of Logistics in Industrial Products Distribution, Warehousing Decisions, Transportation Decisions, Inventory Decisions, Handling and Storage Decisions. **[4]**

Business to Business Communication: Communication Channels for Industrial Marketer, Trade shows, Managing Industrial Advertising Effort. **[3]**

Personal Selling of Industrial Products: Role of Personal Selling in B2B Markets, Team Selling for Complex Industrial Products, Consultative Selling for Complex Industrial Products, Key Account Management in B2B Market. **[3]**

Customer Service for Industrial Products: Elements of Customer service for Industrial Products, Establishing Customer Service Strategy, Customer Service and Internal Marketing, Improving Customer service by Digitization of Business. **[4]**

Text Book

1. Reeder, R.R., Brierty, E.G., Reeder B. (2012) *Industrial Marketing Analysis, Planning & Control*, New Delhi: Prentice Hall.

Reference Books

1. Vitale, G. (2012). *Business-to-Business Marketing, Analysis and Practice in a Dynamic Environment*. New Delhi: Thomson Press Publications.
2. Hutt, M.D., Speh, T.W.(2012). Business Marketing Management. New Delhi: Cengage Learning.

Marketing of Services

MM.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To develop students' understanding of the aspects of marketing those are of particular relevance to service organizations.
- Provide a theoretical and practical basis for assessing service performance through the use of frameworks, strategies, and tools.
- To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions

Course Contents

Concepts and Issues of Services Marketing: Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of the service economy, Factors affecting growth of the service sector. Strategic Issues in Services Marketing **[7]**

Consumer Behavior in Services: Search, Experience, and Credence Properties, Consumer Choice, Consumer Experience, Post-experience evaluation The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance **[4]**

Concept of Service Marketing Mix: Price ,pricing concepts and issues in pricing, pricing policy, and pricing approaches, Managing Capacity and Demand; **[7]**
Delivering Value through Pricing, Approaches to Delivering Value through Pricing Integrated Service Marketing Communications and Promotion: internal and external communication and issues in service promotion, Place: service distribution, channel options and service distribution strategy, Delivering service through intermediaries, Franchising, Agents and Brokers, Electronic channels

Strategies in service marketing: Segmentation, Targeting, Differentiation and positioning of services. Service Design and the cost of providing service Customer's Role in Service Delivery. **[8]**
People: internal marketing and employee motivation, Physical Evidence, Service scapes, Dimensions of the service environment
Service Process: Service Blueprinting; Role of People in Service Production and Delivery, Creating the Right Service Culture
Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process.

Service Design and Managing Service Quality: Essentials of a service system, Components of services, Designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management. Understanding Service Quality and Its Dimensions; Assessing Gaps in Service Quality, Experiential Marketing, Managing Relationships and Building Loyalty **[7]**
Relationship Marketing, Customer Loyalty Management, Customers' Life Time Value Service Recovery, Impact of Service Failure and Recovery.

Application of Services Marketing Concepts: Financial services, Hospitality services, Health services, Educational services, and professional services. **[6]**

Text Book

1. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. and Pandit, A. (2017), "*Service Marketing: Integrating Customer Focus Across the Firm*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Book

1. Wirtz, J. and Lovelock, C. (2016), "*Services Marketing: People, Technology and Strategy*", 8th Edition, Chennai: World Scientific.

Sales and Distribution Management

MM.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To develop understanding and appreciation of the Sales & Distribution processes in organizations.
- Be able to manage the sales function including sales forecasting, budgeting, quotas and territories design and management.
- Become adept at selling through proper understanding of the process of selling. Manage sales force from recruiting to motivating and compensating.
- Understand importance of effective distribution decisions. Develop and manage channels of distribution.
- Understand the role of inventory, transportation and warehousing in providing place utility for customers.

Course Contents

Introduction to Sales Management: Introduction, Nature, Role and Importance. Personal Selling and Industrial Selling, product selling and service selling, Sales Management Process. **[4]**

The Sales Organization: Sales Organization Structures, Management of Sales Territory-Management of Sales Territory-Designing Sales territory, Beat planning- routing and scheduling, Determining the size of sales force and allocating sales territories. Sales Quota, Sales forecasting, Sales Budget and Budgeting procedures, **[6]**

Personal Selling: Selling Process. Selling skills and Strategies. Buyer-Seller Dyads; Theories of Selling – AIDAS; Right Set of Circumstances Theory; Buying Formula; Behavioural Equation Theory; Personal Selling – Steps; Changing Face of Personal Selling; Diversity of Personal Selling Situation and Formulating Personal Selling Strategy. **[8]**

Sales Force Management: Recruitment and selection of Sales Force, Training the Sales Force, Sales Force Motivation, Sales Meetings and Contests, Compensating Sales Personnel, Evaluation and Supervising Sales Personnel, Sales Force Automation; Controlling the selling effort-Sales volume and Cost analysis, **[6]**

Distribution: Concept and growing strategic role of distribution in corporate performance, Distribution channel structure and network, distribution channel institutions (wholesaling and retailing, modern retailing formats), Role and Function of marketing intermediaries; marketing channel relationship, Channel dynamics, Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – vertical marketing systems; horizontal marketing systems; Omni channel marketing systems, Channel performance evaluation tools, cybermediary, infomediary, disintermediation, reintemediation, and intermediary empowerment, e- tailing, Channel Conflict and their Management, **[8]**

Strategic element in distribution management: total cost approach to logistics, customer services, finished goods inventory management, transportation and fleet management, warehousing and order management, IT and logistics management. Distribution: Design of Distribution Channel, Management of Channels (Co-operation, Conflict and Competition, Wholesaling, Retailing. Channel Evaluation-Channel Profitability Analysis-ROI. **[7]**

Text Books:

1. Still, R.R., Cundiff, E.W., Govoni, A.P.N. and Puri, S. (2017), "Sales and Distribution Management", 6th Edition, New Delhi: Pearson Education.
2. Havaldar, K. and Cavale, V. (2006), "Sales and Distribution Management: Text and Cases", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books:

1. Churchill, F. and Walker, J.T. (2000), "*Sales Force Management*", New Delhi: McGraw Hill Education.
2. Stern, W.L., Adel, I.E. and Coughlan, T.A. (2001), "*Marketing Channels*", New Delhi: Prentice Hall of India.
3. Panda, T.K and Sahadev, S. (2016), "Sales and Distribution Management", 2nd Edition, New Delhi: Oxford University Press

International Marketing

MM.20.643 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course aims to develop students' understanding of the importance of international marketing as well as how to build, measure, and manage product and services for international markets. This courser intends to orient students to the role of international marketing in the past, present, and future. It explains how international marketing has gradually evolved, defines international marketing, and highlights the many international constraints that exist on domestic economic policy and policymakers.

Course Contents

Introduction: Nature, importance and scope of international marketing, International market orientation and involvement, International marketing management process, Scanning and monitoring global marketing environment, International marketing information system **[4]**

International Market: Segmentation and Positioning, Screening and selection of markets, International market entry strategies, Exporting licensing contract manufacturing, Joint venture, Setting-up of wholly owned subsidiaries aboard **[6]**

International Product Planning: Major Product decisions, Product features and quality, Product design, labelling; packaging; branding and product support services; product standardization vs. adaptation, Managing product line, International trade, product life cycle, New product development **[8]**

Pricing for International Markets: Pricing strategies, Factors affecting international price determination; environment factors affecting international prices, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing, International dumping, Financing marketing transactions **[6]**

International Distribution Decisions: The structure of international distribution systems, Distribution channel strategy – international distribution channels their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management ; international distribution logistics, Inventory management transportation; warehousing and insurance, International direct marketing, Leveraging international distribution for competitive advantage **[8]**

International Promotion Strategies: International promotion mix; push and pull strategies, Communications across countries-complexities and issues, International promotion tools and planning – Advertising; personal selling; publicity and sales promotion; challenges of international advertising; global media strategy, Developing international promotion campaign; Standardization vs. adaptation issue, Planning for direct mail, sales literature, trade fairs and exhibitions. **[7]**

Text Books

1. Czinkota, M.R. and Ronkainen, I.A. (2015) *International Marketing*. 10th Ed. Delhi: South-Western, Cengage Learning India Pvt. Ltd.
2. Cateora, P.R., Graham, J.L. and Salwan, P. (2008) *International Marketing*. 13th Edition. Delhi: McGraw Hill Education.

Reference Book

1. Albaum, G. Strandskov, J. and Duerr, E. (2006) *International Marketing and Export Management*. Seventh Edition. New Delhi: Pearson Education.

Macroeconomic Theory and Policy

BE.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To sensitize students, need for understanding of macroeconomic theories and policies.
- To equip students, understand open economy macroeconomics, foreign trade, competitiveness and productivity and strategic trade theories and policies; and
- To help students analyze complex economic environment, macroeconomic policies and its implications for business strategy in emerging environment.

Course Contents

Introduction: Introduction: Nature and Scope of Macroeconomics, Determination of National Income with government, Circular Flow of Income in two, three, and four-sector model. The Classical Full-Employment Model, Keynes's Theory of Employment: An Outline; Keynes's Simple Two-Sector Model, Concepts of Inflationary and Deflationary Gaps. **[9]**

Economy in the short run: Determination of aggregate demand, shifts in aggregate demand, aggregate supply in the short and long run, and aggregate demand aggregate supply analysis (AD-AS Model), Theory of Multiplier, IS–LM framework, fiscal and monetary policy. **[6]**

Money and Labour Market: Inflation: Causes of rising and falling inflation, inflation and interest rates, social costs of inflation. Unemployment – natural rate of unemployment, types and reasons of unemployment. Phillips curve, the trade-off between inflation and unemployment. Demand for Money – Keynes's Liquidity Preference Theory of Interest. Supply of money and its determinants. **[7]**

Business Cycles and Open economy: Business Cycles: Meaning, Characteristics, Kaldor and Goodwin's Models of Business Cycles Open economy – flows of goods and capital, saving and investment in a small and a large open economy. Exchange rates, Theories of Exchange Rates, Mundell – Fleming model. **[7]**

Public Finance and Theories of Economic Growth: Public Finance: Public Expenditure, Financing of Government Expenditure, Taxation Government Borrowing or Debt-Financing of Budget Deficit Economic Growth: Economic Growth and its Determinants, Harrod-Domar Model of Growth Analysis **[10]**

Text Books

1. Ahuja, H.L.(2010), Macro Economics: Theory and Policy. S Chand.
2. Moorthy, Vivek (2016) Applied Macroeconomics: Employment, Growth and Inflation, IK International Publishing House Pvt. Ltd

References Books

1. Mankiw, N. Gregory. Principles of Macroeconomics. Cengage Learning
2. Robert J Gordon, Macroeconomics, Pearson Education
3. Branson, William H. Macroeconomic Theory and Policy. HarperCollins India Pvt. Ltd
4. Rudiger Dornbusch and Stanley Fischer, Macroeconomics. McGraw-Hill Education.

Demand and Business Forecasting

BE.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Identify the factors that affect demand and business
- Expose to the data types and identification problem
- Equip with qualitative and quantitative forecasting techniques (with focus on Non-econometric techniques)
- Illustrate the forecasting techniques with the help of computer software's
- Enable the interpretation of results

Course Contents

Overview of demand & business analysis:- significance of demand analysis and business forecasting, determinants of demand, elasticity of demand, relationship between revenue and elasticity **[5]**

Estimation of demand & business:- marketing research techniques; variable identification, time series & cross sectional data collection; specification of the model, estimation of parameters, interpretation of regression statistics **[7]**

Forecasting demand and business:- introduction to forecasting models; selecting a forecasting technique; purpose of forecast, type of users, patterns in the data series, minimum data requirement, desired accuracy, cost of forecasting, qualitative forecasting techniques: survey & opinion polling techniques **[8]**

Quantitative forecasting techniques: time series analysis; trend analysis, dummy variables and interaction terms (cyclical and seasonal effect), time series data stability **[9]**

Errors in Model: Heteroscedastity, auto-correlation,multicollinearity and variable selection, solution of model miss-specification and diagnostic checking, fine- tuning your model: predictive powers vs. Model fit, ARMA,ARIMA, and panel regression model **[10]**

*Use of Software Packages for Forecasting Excel Spreadsheet, SPSS, etc.

Text Book

1. Kolassa, S.; Siemsen, E. (2016), Demand Forecasting for Managers, Business Expert Press

References Books

1. Chase, Charles W. (2013), Demand–Driven Forecasting: A Structured Approach to Forecasting (Wiley and SAS Business Series) 2nd edition, John Wiley & Sons.
2. Gujarati,Damodar; Porter,Dawn; Gunasekar,Sangeetha(2017), Basic Econometrics 5th Edition, Pub. Mcgraw.
3. Ord, K.; Fildes, R. (2012), Principles of Business Forecasting 1st Edition, Cengage Learning

Money, Banking and Finance

BE.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

The students should be able to:

- Comprehend the need, definition, functions and economic significance of financial institutions and markets
- Understand the interdependence between financial markets and interest rates
- Identify the role played by the Central Bank and instruments of credit control
- Grasp the conduct of monetary policy and its effect on interest rate, credit availability, prices and inflation rate

Course Contents

An Overview of the Financial System: Saving and Investment, Money, Inflation and Interest, Banking and Non-Banking Financial Intermediaries. **[9]**

Financial Markets and Instruments: Money market and Capital Markets, Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives, etc. Characteristics of Financial Instruments: Liquidity, Maturity, Safety and Yield, Understanding Interest Rates **[10]**

Banking institutions and Regulation: Economics of Banking Institutions, Reforms in the banking sector, The RBI as a Central Bank: Structure, Functions and Working, The Current Regulatory Structure **[10]**

Essentials of Monetary Theory: The Classical and Keynesian Theories of Money, Prices and Output, Rational Expectations and Modern Theories of Money and Income, Objectives and Targets of Monetary Policy **[10]**

Text Book

1. Suresh, Padmalatha and Paul, Justin: Management of Banking & Financial Services, Pearson, New Delhi.

References Books

1. Indian Institute of Banking & Finance: Treasury, Investment and Risk Management, Taxmann Publications, New Delhi
2. Rose, Peter& Hudgins, Sylvia : Bank Management & Financial Services; McGrawHill Education, New Delhi

Social Entrepreneurship

SM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To learn social entrepreneurship as a method for social value creation.
- To understand and appreciate the role of (and need for) social entrepreneurship in building a sustainable society.
- To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector.
- To help them develop sustainable "business" model for building a social enterprise that can make a difference

Course Contents

Foundations of Social Innovation and Enterprise: Meaning and concept; Role of business in society; Business as a powerful medium for enhancing inclusive growth and social good; Meaning of social entrepreneurship; Difference from a pure commercial entrepreneurship; The various types of social enterprises; State of the industry in India; High profile social entrepreneur. **[6]**

Social Mission and Opportunity Identification: Theory of Change; Identify social mission; Global MDGs (Millennium Development Goals); Problems – Unemployment, drug abuse, violence, Xenophobia, immigration; Social–physical problems related to disabilities; Understand a social problem; Creating an organization around social mission; Role of institutions and eco-system in entrepreneurial risk taking; Entrepreneurial Leadership and Motivation. **[6]**

Social Business Models: Types of business models; Importance of business model in business incubation and entrepreneurship; How to build social business model; Incorporation of theory of change; Business Model Canvas. **[5]**

Scaling of Social Enterprise: Think Big; Replication; Process Development; Hiring; Stakeholder engagement; Managing social mission; Replicating theory of change. **[5]**

Financing Social Enterprise: Funding Raising; Crowd funding; Venture Capital in social sector; Social Impact Bonds; Social Banks. **[6]**

Marketing of Social Enterprise: Marketing Mix in the social sector; Branding in the social sector; Leveraging social media in the social sector; Reputation management; Consumer demand. **[6]**

Business Plan creation: Developing a viable and sustainable business plan for launching a social business enterprises; Base of the pyramid; Jugaad Innovations; Microfinance. **[5]**

Text Book

1. David Bornstein and Susan Davis (2019), Social Entrepreneurship -What Everyone Needs to Know, OUP India.

Reference Book

1. Madhukar Shukla (2020), Social Entrepreneurship in India, Sage Publication, India.

DEVELOPMENT COMMUNICATIONS

SM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

Course Contents

Development Communication-concept and genesis: Concept of development, characteristics of developing countries, Measuring development- Indices of measuring development and classification of countries based on development indices, Models of Development- Dominant Paradigm, Basic Needs Model, New Paradigm of development, Development Communication- concept and genesis, characteristics, differences between communication and Development Communication, Philosophy and Approaches to Development Communication. **[13]**

Paradigms of Development: Press theories: Normative: Authoritarian, Libertarian, Social Responsibility, Democratic Participant theory; Sociological: Uses and Gratification, Agenda setting; Two-Step Flow; Psychological; Bullet Theory, Success stories in Development Communication, Innovations and trends in Development Communication. **[13]**

Media and Development Communication: Traditional Media: types, characteristics, Role in development communication, Development reporting- roles and responsibilities of a development reporter, ethics in reporting, specialized skills required and issues in development reporting, News reporting: definition of news, ingredients and qualities of news, news value, types of news reports, structure of news reports, Radio news, features and commentaries, Radio and development communication, Television and cinema: role in development communication, ICTs: scope in development communication. **[13]**

Text Book

1. Servaesh, Jain (2008), Communication for Development and Social Change, New Delhi, Sage Publication

Reference Book

1. Narula, Uma (1994) Development Communication, New Delhi, Hariand Publication
2. Mefalopulos, P.(2008) Development Communication Sourcebook- Broadening the boundaries of communication, The World Bank.

Business Strategies for Sustainability

SM.20.623 **3-1-0-4 (Contact Hrs: 39)**

Course Objectives:

- Understand the Environmental, Social, and Economic drivers and risks impacting on companies – along with the major business opportunities for integrating sustainability issues within the core Business Strategy.
- Expand understanding of the complex decisions faced by managers in business, government, and non-profit organizations, developing ability to see relationships among multiple, often conflicting, issues.

Course Contents

Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business **[5]**

Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management, Strategy Analysis: Introduction, Strategy Analysis and its Importance **[7]**

Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome **[8]**

Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations, Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture **[9]**

Sustainability Matters: State of the World, Sustainability Pillars (Environmental Social, Economic, Governance) Redefining Capitalism, integrating sustainability in to business, Systems Thinking for sustainability, value chain perspective, beyond corporate social responsibility, sustainability strategy and planning, stakeholder engagement, sustainability management approaches: eco-business and environment management, environmental life cycle assessment, life cycle costing **[10]**

Text Book

1. Kazmi Azhar, (2008) Strategic Management and Business Policy &Peter, McGraw Hill.

Reference Books

1. Kourdi, Jeremy, (2015), Business Strategy: A guide to effective decision-making (Economist Books).
2. Saloner, Garth (2005), Strategic Management, John Wiley & Sons.

Entrepreneurship Theory and Practice

EF.20.603 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

This course aims at instituting entrepreneurial skills in the students by giving an overview of entrepreneurs and the competences that are needed to become an entrepreneur.

Course Contents

Introduction: Concept and Definitions, Entrepreneurship Mindset, Entrepreneurship process, Factors impacting emergence of entrepreneurship, Theories of entrepreneurship, Role of Socioeconomic environment. **[10]**

Managerial Vs Entrepreneurial Decision Making: Entrepreneurial attributes and characteristics, Traits/Qualities of Entrepreneurs, Entrepreneurs versus inventors, Entrepreneurial Culture, Entrepreneur as a leader. **[8]**

Classification and Types of Entrepreneurs: Women Entrepreneurs, Social Entrepreneurship, Corporate Entrepreneurs, Characteristics of entrepreneur, Leadership, Risk taking, Decision-making and business planning, Role of Entrepreneur, Role of an entrepreneur in economic growth as an innovator, Generation of employment opportunities, Complimenting and supplementing economic growth, Bringing about social stability and balanced regional development of industries. **[9]**

Creating Entrepreneurial Venture: Generating Business idea - Sources of Innovation, Generating ideas, Creativity and Entrepreneurship, Challenges in managing innovation, Entrepreneurial strategy, Business planning process, Drawing business plan, Business plan failures, Promotion of a Venture, External environmental analysis - economic, social and technological, Competitive factors, Legal requirements for establishment of new unit and raising of funds, venture capital sources and documentation required. **[12]**

Text Book

1. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill

Reference Books

1. R.D. Hishrich., Peters, M., Entrepreneurship: Irwin
2. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall
3. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage
4. Shankar, R., Entrepreneurship Theory and Practice, Tata McGraw Hill

Entrepreneurship and New Ventures

EF.20.613 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

The course focuses on building and evaluating new venture opportunities both as an entrepreneur and a manager inside a big company. The course treats Entrepreneurship as a form of Strategy. It would focus on identifying opportunities, developing opportunities, getting funding, and scaling up opportunities, both as a start-up and established company.

Course Contents

Innovation: Types of innovation, Barriers to innovation, Innovation process, Establishing criterion for assessment of creativity and innovation. Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Model – New market disruption – Commoditation. **[8]**

Creativity: Methods and tools for directed creativity – basic principles – tools that prepare the mind for creative thought – stimulation – development and actions- processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and motivation, the bridge between man creativity and the rewards of innovativeness – applying directed creativity. **[8]**

Creativity in Problem Solving: Generating and acquiring new ideas, Product design, Service design – case studies and hands on exercises, Stimulation tools and approaches, Six thinking hats, lateral and design thinking – Individual activity, group activity, contextual influences, Development and Evaluation of Business Idea. **[8]**

Business Model Generation: Developing Lean Business Model for the Business Idea (Hands on), Developing Prototype and Evaluating assumptions in Business Model using prototype cheaply (hands on), Presentation of Business Model. **[8]**

Raising Finance: A Non-Disclosure Agreement (NDA), Term Sheets, Exit Strategies, Scaling up the venture, Developing Business Plan, business fair. **[7]**

Text Book

1. Andriopoulos, C. and Dawson, P., Managing Change, Creativity and Innovation, Sage

Reference Books

1. Bilton, C. and Cummins, S., Creative Strategy, Wiley
2. Hurt, F., Rousing Creativity: Think New Now, Crisp Publications Inc.

Dynamics of Family Business Governance

EF.20.623 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

Students will develop an understanding of the dynamics of joining a family firm and this newfound knowledge will help in securing value and opportunities within Family Business.

Course Contents

Understanding Family Business: Define family business, Strengths and weaknesses, Survival, Success and growth of family business, Business and ownership governance, Succession and continuity, Economic impact, Family business culture and values, Dilemmas and challenges for family businesses - Resistance to change, Emotional issues, Leadership - Competitive edge and outperformance. **[9]**

Theoretical Prospective of Family Business: The agency theory perspective, The stewardship perspective, Family business dynamics - People, system and growing complexity, Family culture, organizational culture, Conflict and culture change, Family business people – Founders, Women in family businesses, Multifamily ownership, Non-family employees, Family business life cycles - A story of growing complexity, Life-cycle stages, A customer-active paradigm, Ownership transitions, The family's relationship with business - Developing a strategic vision and building teamwork, Articulating values and shared vision, Designing family governance. **[10]**

The next generation: Human resource management and leadership perspective - To join or not to join? The importance of outside experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion, Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation. **[10]**

Making the most of outside resources: The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery; Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Nonexecutive directors – Selecting the right candidate, Board practices; Professional advisers and consultants - advisers keeping pace with your needs; Consultants, Family business consultants, Relationships underpinning an advisory role, Outsider advisors - The family business consultant. **[10]**

Text Book

1. Leach, P.: Family Business: The Essentials, Profile Books Ltd.

Reference Books

1. Poza, E.J., Family Business, Thomson
2. Bolton, B., Entrepreneurs: Talent, Temperament, Technique, Butterworth-Heinemann
3. Nanadan, R., Unleashing your Entrepreneurial Potential, Sage
4. Drucker, P.F., Innovation and Entrepreneurship, Affiliated East West Press.

FIFTH YEAR SPRING SEMESTER - X

Business Ethics and Corporate Governance

MB.20.604 **2-1-0-3 (Contact hrs: 26)**

Course Objective:
The ultimate aim of the course is to leave students better equipped to identify corporate initiatives in business ethics and corporate governance and to think critically about the long term impact of those initiatives on the environment, on society and the bottom line of the organization.

Course Contents

Introduction to Ethics and its Applications in Business: Concepts, Role and scope of ethics in business, Theories of ethics, Morality and moral standards, Moral reasoning for ethics. **[4]**

Ethics in Functional Areas of Business Management: Ethics and Business - codes, dilemmas and dialectics, Ethical issues in - Marketing and advertisement, Finance and accounting, Human resource management, Production and operations management, Ethical decision making. **[6]**

Corporate Governance: Principles, Issues and trend, Evolution of Corporate Governance, Structure and process, Emerging trend. **[4]**

Legal Framework and Agents in Corporate Governance: Regulatory aspects of corporate governance, Shareholders of the company, Role of Board of Directors, Role of Auditors, Whistle blowing mechanism, Role of government, Role of media. **[7]**

Sustainability: Meaning, scope and terminologies, Triple bottom line, Corporate sustainability reporting frameworks – National voluntary guidelines, Carbon trading and Kyoto Protocol to reduce collective emissions of greenhouse gases. **[5]**

Texts Books

1. Ghosh, B.N. (2015), "*Business Ethics and Corporate Governance*" First Edition, McGraw Hill, India.
2. Mandal, S.K. (2013), "Ethics in Business and Corporate Governance", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Albuquerque, D. (2017), "Business Ethics – Principles and Practices", First Edition, OUP, India.
2. Chakraborty, S.K. (2002), "The Management and Ethics Omnibus", Second Edition, OUP, India.

Dissertation Project

MB.20.614 **0-0-0-3**

Course Objective:
To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity. To provide means to immerse students in actual supervised professional experiences. Participants will gain in-depth understanding and insights in specific management areas of mutual interests with the help of faculty.

- **Dissertation** shall be of 3 credits and it shall spread over to two semesters i.e. III and IV.

Course Contents
The student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies and one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.

The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide.

Financial Derivatives and Risk Management

FM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The course objective is to develop an understanding of the underlying concepts, strategies and issued involved in risk management. This course will provide the skills to identify and measure risks, quantify risks and create risk response strategies to deliver decisions that meet stakeholder expectations. The course will also acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Contents

Introduction to Derivatives & Risk Management: Forwards, futures, options, bonds, swaps and other derivative instruments. Investors and risk management, profitable side of risk management; Risk management process – Risk models. **[6]**

Derivatives: Forwards and Futures- Theory of futures trading, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate. Hedging strategies using futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures. **[7]**

Derivatives: Option- Basic Option Pricing: European options, American options, forward-spot parity, put call parity, the binomial option-pricing model, Construction of option strategies in various market situations and their pay off. **[7]**

Advance option strategies: - Lognormal distribution, modeling option prices. Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, Extensions of Black and Scholes formula and Greek symbols. **[7]**

Hybrid Derivatives: - Swaps Transactions: Interest rate swaps, currency swaps, Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps. **[6]**

Enterprise Risk Management: - Firm wide approach to risk management – measuring risks for corporations, the maturity model, Value at risk – Var models. **[6]**

Text Books

1. Das, S. and Sundaram, R. (2013), "*Derivatives Principles and Practice*", 1 Edition, New Delhi: McGraw Hill Education.
2. Hull, J.C. and Basu, S. (2017), "*Options, Futures, and Other Derivatives*", 9 Edition, New Delhi: Prentice Hall of India.

Reference Books

1. Bhalla, V.K. (2001), "*Financial Derivatives: Risk Management*", 1 Edition, New Delhi: S. Chand and Company Private Ltd.
2. Chance, D.M. and Brooks, R. (2014), "*Derivatives and Risk Management*", 10 Edition, USA: Cengage Learning.
3. Somanathan, T.V. and Nageswaran, A.V. (2015), "*The Economics of Derivatives*", New Delhi: Cambridge University Press.
4. Stiltz, R.M. (2003), "*Risk Management and Derivatives*", New Delhi: Thomson, South Western.

International Financial Management

FM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques of International financial and monetary management.
- In the course, students will gain a practical understanding of factors contributing to foreign exchange rate risk & other International factors that creates risk environment.
- Provide an in-depth understanding of the process and techniques used to make international investment decisions.

Course Contents

International Financial & Monetary system: Global Financial Environment, International Financial Management-nature and scope, international monetary system, Bretton woods conference, Payment terms in international trade. International flow of goods, services and capital. **[8]**

Financing techniques in international trade, computation of foreign exchange rates, exchange rates quotation, factors affecting exchange rates- spot rates, forward exchange contracts, foreign exchange & currency future. GDRs, ADRs **[10]**

Foreign Exchange Risk Management: Exposure and risk, Transaction exposure, Translation exposure and economic exposure, Management of exposures, internal techniques, netting, marketing, leading and lagging, pricing policy. Forex market risk management- forex derivatives, swaps, futures, options and forward contracts. **[10]**

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Foreign Direct investment – Foreign portfolio investment- International Bond & Equity market, International Cost of Capital. **[11]**

Text Books:

1. Apte P.G., International Financial Management, TMH Publishing House, New Delhi.
2. Avadhani V.A, International Finance, Theory and Practices, Himalaya Publishing House, Mumbai.

Reference Books

1. Sharan Vyuptakesh, International Finance, PHI Pvt Ltd. New Delhi
2. O'Brien Thomas J. International Finance, Oxford University press, New Delhi.
3. Click & Coval, The Theory and Practice of International Financial Management, PHI Pvt. Ltd, New Delhi
4. Jain, Peyrard, Yadav, International financial Management, McMillan Publishers

Financial Modeling

FM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
Modeling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives valuation, project evaluation, deal structuring, portfolio management and the like. In this course, students will learn the financial model building skills with the help of excel and VBA.

Course Contents

Understanding Advanced Features of Excel: - Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox **[4]**

Understanding Finance Functions in Excel: - Creating Dynamic Models, Sensitivity Analysis using Excel, Scenario Manager, Other Sensitivity Analysis Features. **[5]**

Simulation using Excel: - Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular distribution, Building Models in Finance using Simulation. **[7]**

Accounting in Excel: - Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analyzing Financial Statements by using Spreadsheet Model. **[7]**

Valuation in Excel: - Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation, Financial Model building **[5]**

Understanding Subroutines and Functions and building simple financial models using subroutines and functions:-Recording and Editing Macros, Subroutines and Functions, Decision Rules, Message Box and Input Box, Debugging. **[6]**

Designing Advanced Financial Models using VBA:- User Forms, Other Advanced Features and Actual Model Building. **[5]**

Text Books

1. Sengupta, C. (2013), "*Financial Analysis and Modeling Using Excel and VBA*", 2 Edition, New Delhi: John Wiley and Sons India.
2. Tjia, J. (2004), "*Building Financial Models*", New Delhi: McGraw Hill Education.

Reference Books

1. Benninga, S. (2014), "*Financial Modeling*", 4th Edition, New Delhi: MIT Press.
2. Day, A. (2012), "Mastering Financial Modeling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance (The Mastering Series)", 3rd Edition, New Delhi: Prentice Hall of India.

Corporate Restructuring

FM.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.

Course Contents

Overview of Corporate Restructuring: Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring, Financial Strategy and Planning. **[5]**

Dimensions of Mergers and Acquisitions: Mergers & acquisitions concept, types and process, Accounting for Mergers& Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics. **[9]**

Valuation Aspects of Corporate Restructuring: Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return **[9]**

Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation. **[8]**

Dimensions of Corporate Restructuring: Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts . **[8]**

Text Books:

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition

Reference Books:

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
3. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
4. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
6. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition

Diversity and Inclusion

HR.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To provide comprehensive insights into diversity at the workplace, this has recently become one of the biggest competitive advantages that organizations have.
- To highlight the trends and practices, which are emerging for diversity at the workplaces, in India, Asia and globally.
- To prepare future managers to be aware of diverse segments of talent that they will work with, their own internal biases, mindfulness about inclusion and lead, and how to leverage their combined strength, for sustainable business growth.

Course Contents

Introduction to Diversity and Inclusion: Meaning, Objectives, Focus areas, Paradigms for engaging a diverse workforce, Challenges of managing diversity, Diversity legislation in a global perspective. **[5]**

Dimensions of Diversity in the Workplace: Gender, Age, Caste, Language, Gender, Religion, Four generations in the workplace, Generational differences, Discrimination and equality in Employment, Consequences of not managing diversity, Recognizing Unconscious Bias. **[6]**

Interpersonal Relationships in a Global Work Context: Cultural styles and relational mental models, Diversity in interpersonal relationships, Interpersonal relationships and cross-cultural communication, Theoretical perspectives on interpersonal cross-cultural communication. **[9]**

Managing Diversity at the Workplace (Inclusion): Theories of diversity management, Steps in managing diversity effectively, Managing gender diversity at the workplace, Managing generational diversity at the workplace, Managing cross-cultural diversity, Preparing managers for leading diverse teams, Leadership's role and buy-in related to diversity and inclusion, Diversity training, Communication strategy for a diverse workplace. **[9]**

Inclusive Workplace: Inclusion through diversity within the work organization, Inclusion through corporate-community collaborations, Inclusion through state/national collaborations, Diversity and inclusion audits. **[5]**

Diversity and Inclusion Trends and Best Practices - India, Asia, Global, Reverse discrimination, Inclusion of differently-abled employees at the workplace **[5]**

Text Book

1. Michalle E. Mor Barak, Managing Diversity: Toward a Globally Inclusive Workplace, 4th Edition (2016), Sage Publishing.

Reference Book

1. Gary N. Powel, Managing Diverse Workforce Learning Activities, 3rd Edition (2010), Sage Publications.

Human Resource Development Systems

HR.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The aim of this course is to facilitate the learning concepts and practices related to HRD. This course will elaborate on the purposes and advantages of needs assessments. Identify the attributes (all the way through to evaluation) of different kinds of HRD programs as studied in the text- orientation, skills and technical training, coaching and performance management, employee counseling and wellness services, career management and development, and describe organization development and change in relation to models of change, OD theories. **Course Contents**

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. **[6]**

Training and Development: Need Assessment Process, Systematic approach to need assessment, Designing, Transfer of learning, Evaluating training program, Special issues in training and development, Management Development and Organizational Goals, Trends in management education. **[8]**

Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. **[7]**

Career Management and Development: Definition, Models, Issues affecting career management. Organization Development-: Definition, Theories and concepts in OD, Roles & Strategies, Change Management. **[8]**

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. **[5]**

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. **[5]**

Text Books

1. Haldar, U.K. (2009), "*Human Resource Development*", 1 Edition, New Delhi: Oxford University Press.
2. Lynton, R.P. and Pareek, U. (2011), "*Training for Development*", 3 Edition, New Delhi: Sage Publications.

Reference Books

1. Agochiya, D. (2009) "*Every Trainer's Handbook*", 2 Edition, New Delhi: Sage Publication.
2. Blanchard, P.N., Thacker, J.W. and Ram, V.A. (2010), "*Effective Training: Systems, Strategies and Practices*", New Delhi: Pearson Education.
3. Noe, R. (2010), "*Employee Training and Development*", 5 Edition, New Delhi: McGraw Hill Education.

Performance Management

HR.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Contents

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes. **[4]**

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application **[4]**

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal. **[5]**

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support. **[5]**

Methods of Performance Appraisal: Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal. **[5]**

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team. **[4]**

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system. **[5]**

Reward Systems and Legal Issues: Significance of reward in PM, Components of reward system, Linkage of PM to compensation systems, Legal issues associated with PM. **[4]**

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM. **[3]**

Text Books

1. Aguinis, H. (2013), "*Performance Management*", 3rd Edition, New Delhi: Pearson Education.
2. Bhattacharyya, D.K. (2011), "Performance Management Systems and Strategies", 1 Edition, New Delhi: Pearson Education.

Reference Books

1. Bagchi, S.N. (2013), "*Performance Management*", 2nd Edition, New Delhi: Cengage Learning.
2. Kohli, A.S. and Deb, T. (2008), "*Performance Management*", 1st Edition, New Delhi: Oxford University Press.

Compensation Management

HR.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course aims to equip students to effectively design compensation structure for overall organizational effectiveness as the new generation of HR professional need to master all these areas to render meaningful support to organizations, reducing their dependency on outside consultants.

Course Contents

Introduction to Compensation Management: Concept of compensation, Objectives of Compensation System, Intrinsic and Extrinsic Compensation, Strategic Compensation, Strategic Vs. Tactical Compensation Decision. **[4]**

Bases for Pay: Traditional bases for pay – Human Capital theory, Seniority and longevity pay, Merit pay, Linking performance appraisal with merit pay; Person-Focused Pay – Competency-Based, Pay-for-Knowledge, and Skill-Based pay. **[4]**

Components of Compensation I: Core compensation: Base pay, Cost- of – living adjustment (DA), Bonus. **[3]**

Components of Compensation II: Fringe compensation: Benefit policies, Statutory benefits – Gratuity, Provident fund, Employees' State Insurance, Employees' Compensation Act, Pension schemes; Discretionary benefits - Personal security, Financial assistance and Personal needs, Flexible benefits- Company cars, Holidays, Pensions, Insurance etc. **[5]**

Contextual Influences on Compensation Practice: Prevailing wage laws, Labor unions as contextual influences, Inter industry, Wage differentials/ Compensation differentials. **[4]**

Job Evaluation: Concept of job evaluation, Various kinds of job evaluation plans. **[4]**

Surveying Market pay and Compensation Practices: Need and purpose of the survey, Designing a Survey, Types of Survey - Custom developed surveys and published compensation data surveys. **[4]**

Designing Compensation Structure: Compensation designing process - Define a pay grade and develop a pay structure, Base pay and other compensation components for a team, Pay structure variations- broad banding and two- tier base plan. **[4]**

International Compensation: International compensation programs, Expatriates Components of international programs, Main components - Setting expatriates base pay and Incentive compensation. **[4]**

New Approaches: Variable performance linked pay (VPLP), Employee stock option plan, EVA, Cafeteria style of compensation. **[3]**

Text Books:

1. Martocchio Joseph J. (2014), *"Strategic Compensation- A Human Resource Management Approach"*, 7th Edition, New Delhi, Pearson Education.
2. Bhattacharyya D.K. (2015), *"Compensation Management"*, 2nd Edition, New Delhi, Oxford University Press.

Reference Books:

1. Milkovich George T, Newman Jerry M. and Venkat Ratnam CS (2017), *"Compensation"*, 12th Edition, New Delhi, Tata McGraw Hill.
2. Richard I. Henderson, *Compensation Management in a Knowledge - based World*, 10th Edition, New Delhi, Pearson Education.

Integrated Marketing Communication

MM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The objective of the course is to help students look at marketing communications with a holistic approach and to understand the principles and practices of marketing communications
- Apply the key terms, definitions, and concepts used in integrated marketing communications.
- Conduct and evaluate marketing research and apply these findings to develop competitive and positioning strategies and to select the target audience(s) for the IMC campaign plan.
- Examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.
- Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
- Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
- Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

Course Contents

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, and Challenges in IMC, **[6]**

Consumer Behaviour and IMC: Role of marketing communications in Consumer Decision Making, Combination of behavioural and communication objectives for each stage of the consumer decision making process. **[6]**

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, advertising appropriation, advertising campaigns Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organization, Remuneration, client agency relationship, account Planning; Management of Advertising Agencies, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising. **[7]**

Message Design: The Creative concept development; the creative processes of the different forms of IMC; Communication Models with reference to Advertising AIDA, Hierarchy of effects, Innovation, Adoption. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting, Role of Creativity in Copywriting. Testing of Advertising Effectiveness, **[7]**

Media Management: Media Types and their characteristics; Setting Media objectives; Media planning; Media Strategy; Media buying; and media research. **[6]**
Emerging Concepts and Issues in Marketing Communications, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication.

Corporate Communication and Public Relations: Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management. **[7]**

Text Books

1. Clow, K.E. and Baack, D.E. (2016), "*Integrated Advertising, Promotion, and Marketing Communications*", 7th Edition, New Delhi: Pearson Education.
2. Shah, K. and D'Souza, A. (2009), "*Advertising and Promotions an IMC Perspective*", New Delhi: McGraw Hill Education.

Reference Books

1. Belch, G. and Belch, M. (2016), "*Advertising and Promotions: An Integrated Marketing Approach*", New Delhi: McGraw Hill Education.
2. Lane, R., King, K. and Russell, T. (2009), "*Kleppner's Advertising Procedure*", US: Pearson Education.
3. Percy, L. (2014), "*Strategic Integrated Marketing Communications*", 2nd Edition, New Delhi: Routledge.
4. Shimp, T.A. and Andrews, A.J.C. (2013), "*Advertising Promotion and Other Aspects of Integrated Marketing Communications*", 9th Edition, Cengage Learning.

Digital Marketing

MM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Digital marketing course has been designed in such a way as it helps the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. Developing a successful digital marketing model is both an art and science.

Course Contents

Introduction: Now and before of digital marketing - digital marketing for the 21st century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog. **[9]**

Concepts of Digital Marketing: Search engine optimization marketing, Online advertisement, Affiliate, Social media, Analytics. Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices. **[10]**

Digital Marketing Management: Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel. Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Online press releases, Online newspaper, magazine ads, Google, Yahoo news. **[10]**

Social Media Marketing: Introduction to social media, Examples of social media, Uses of social media, How companies use social media, Impact of social media in search Benefits of social media: Case studies of social media, SEO for social media, How to get started in social media. Social media profile creation and optimization. Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience Effective Ads: Calculating ROI, Budget, How to choose your ad partner, Blogging for businesses Creative's & Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation. How Face book advertisement works: The 3 Rs – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Face book Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions You Tube: You Tube branding, You Tube Ads, Getting started guide **[10]**

Text Books

1. Chaffey, D., Ellis-Chadwick, E., Johnston, K. and Mayer, R. (2000) "*Internet Marketing: Strategy, Implementation and Practice*", UK: Pearson Education.
2. Gay, Richard; Charlesworth, Alan and Esen, Rita (2007) "*Online Marketing: A Customer-led Approach*", New Delhi: Oxford University Press.

References Books

1. Evans, D. and Bratton, S. (2008). *Social Media Marketing: An Hour a Day*, Second Edition, Wiley.
2. Evans, D. and Bratton, S. (2010). *Social Media Marketing: The Next Generation of Business Engagement*. Wiley.

Rural Marketing

MM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The objective of this course is to develop understanding of issues in rural markets.
- To explore the Special Areas in Rural Marketing Environment and to learn nuances of rural markets to design effective strategies
- To enhance deeper understanding of rural consumer behavior and to develop the rural marketing mix.

Course Contents

Introduction to rural marketing: Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size and Rural Infrastructure; ***Rural Marketing Opportunities*:** Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers **[6]**

Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Opinion Leaders influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption **[4]**

Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research. **[6]**

Selecting and Attracting Markets: Concepts and process for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Cases in FMCG, consumer durables, Financial Services, Agricultural inputs and Cottage Industries in Rural areas. **[4]**

Product Strategy for rural markets: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes. **[5]**

Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – the affordability challenge, rural versus urban, needs integrated approach, pricing for the quality conscious segment, value conscious segment and price conscious segment , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle . **[5]**

Distribution Strategy: and Rural Retailing: The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing. The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers. **[5]**

Challenges for Rural Communication: Massage & Media for Rural Communication Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising. **[4]**

Text Book

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson 2/ed. (2012)

Reference Books

1. Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers.
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

Retail Management

MM.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Learn about the ever-changing retail landscape Become familiar with how the retail industry works and understand the areas of accountability for retail management
- Understand the general concepts of merchandising. Understand store layout by department, including flow and adjacencies
- Explain how to read and execute a planogram to maximize sales e. Understand the impact of visual merchandising
- Understand the standards of quality service, and how service impacts Understand floor recovery strategies and methods

Course Contents

Introduction to retailing: What is retailing, Social and economic significance of retailing, Structure of retailing and distribution, Opportunities in retailing, Indian vs. Global Scenario **[4]**

Types of retailer: Store & Non Store Retailing –-Franchising- Unconventional channels Retailer characteristics, Food retailers, General merchandise retailers, Service retailing, Types of ownership, Retail channels, Benefits offered by retail channels, Challenges of effective multichannel retailing **[4]**

Retail buying behavior and Retailing Strategy: The buying process, Types of buying decisions, Social factors influencing the buying process Retail market strategy, Target market and retail formats, Growth strategies, Global growth opportunities **[6]**

Financial strategy and retail locations: Financial objectives and goals, Strategic profit model, Analysis of financial strength, Setting and measuring performance, Types of locations, other locations opportunities, Location and retail strategy, Legal considerations, Evaluating specific areas for locations, Evaluating a site for locating a retail store, Trade area characteristics, Estimating potential sales for a store site, Negotiating lease. **[6]**

Human Resource Management: Objectives of Human Resource Management, Issues in retail human resource, designing the organization structure for retail firm, Store management responsibilities, recruiting and selecting employees, Motivating and managing store employees, Evaluating store employees and providing feedback, Compensating and rewarding store employees, Managing diversity, Legal issues in Human Resource **[4]**

Merchandise management: Merchandise management overview, forecasting sales, Developing an assortment plan, Setting inventory and product availability levels, Establishing a control system for managing inventory, Allocating merchandise to stores, Analyzing merchandise management performance, Developing and sourcing private label merchandise, Negotiating with vendors **[5]**

Retail pricing and communication mix: Pricing strategies, Consideration in setting retail prices, Pricing techniques for increasing sales and profits, Legal and ethical pricing issues, Communication programs to develop brand images and build customer loyalty, Methods of communicating with customers, planning the retail communication program. **[4]**

Store Management: Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery. **[4]**

Information system in retailing: Creating strategic advantage through supply chain and information system, the flow of information and products in supply chain. **[2]**

Text Books

1. Retailing management by Michael Levy Barton Weitz Ajay Pandit, M. G.Hills, 8th Edition (2012)
2. Retailing Management by Swapana Pradhan, M. G.Hills, 4th Edition (2012)

Reference Books

1. Integrated retail management by James R. Odgen Denise T. Ogden, Bizantra, 2nd Editio
2. Managing retailing by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Oxford University Press, India, 2nd Edition (2012)
3. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press

Strategic Brand Management

MM.20.644 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course aims to develop students' understanding of the importance of brand equity as well as how to build, measure, and manage brand equity. It will cover topics in the utilities of branding, steps/process of building brands, methods of measuring brand equity, ways to leverage brand equity, strategies in managing brand portfolios, and management of brands over time, geographic boundaries, and market segments.

Course Contents

Introduction: Understanding the role of the Brand Manager, how it has evolved over time, key variables to be managed and the key deliverables. **[5]**

Brand and Brand Management: Commodities Vs Brands, The role of brands, Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, General Management success and Brand success, Understanding the impact technology has had on the marketing landscape and the way the management of a brand is progressively being shaped by a new and active participant – the consumer. **[9]**

The brand equity concept: Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image. Brand Vision, Brand Objectives. Choosing brand Elements, Brand Leveraging and Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement, **[9]**

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing and Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Rejuvenation and Re-launch. **[8]**

Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation, Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis. Define public relations, Identify the differences among advertising, publicity, press agency and PR. PR & its role in organizations. Examine the different publics of an organization **[8]**

Text Books

1. Keller, K.L., Parameswaran, M.G. and Jacob, I. (2013), "*Strategic Brand Management: Building, Measuring and Managing Brand Equity*", 3rd Edition, New Delhi: Pearson Education.
2. Kapferer, J.N. (2012), "*The New Strategic Brand Management: Advanced Insights and Strategic Thinking*", 5th Edition, New Delhi: Kogan Page.

Reference Books

1. Keller, K.L. (2008), "*Best Practice Cases in Branding: Lessons from the World's Strongest Brands*", 3rd Edition, New Delhi: Pearson Education.
2. Sengupta, S. (2005), "*Brand Positioning: Strategies for Competitive Advantage*", 2nd Edition, New Delhi: McGraw Hill Education.
3. Richard, E. and Percy, L. (2007), "Strategic Brand Management", New Delhi: Oxford University Press

International Business Economics

BE.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
This course looks into the economic aspects of international business. The market outcomes of liberalizing trade environment, trade policy framework of the WTO, economics of the currency market and macroeconomic linkages of the open economy are the primary points of emphasis of the course.

Course Contents

Trade Theories: Understanding free trade arguments that govern trade agreements, Absolute Advantage and Comparative advantage, Heckscher Ohlin model of factor abundance. **[9]**

Trade Policies: Tariff and quota, Voluntary Export restraints, Role of WTO in International trade, Dumping and Antidumping Duty under the WTO, Subsidies and Countervailing duties under the WTO, Regional integration **[10]**

International Trade Procedures: Export Documentation and Procedures, International Payment Terms, INCOTERMS **[10]**

Currency and International Finance: Currency market and basic Central Bank operation, Basics of fixed and flexible exchange rate, Determination of exchange rate Currency derivatives. **[10]**

Text Book

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.

Reference Books

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.

Industrial Economics and Competitive Strategies

BE.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To help gain an understanding of - (i) The structure – conduct – performance relationship in an industry and (ii) The factors influencing these - a positive analysis.
- To acquire the knowledge/skill to evolve competitive strategies and thereby determine the conduct of a firm in the market. Essentially, to learn to anchor the strategies in the validated, time-tested economic principles underlying the strategies. More specifically, the course will reinforce the economic principles which only can provide the rationale for successful, sustainable strategies which explain the conduct of a firm.

Course Contents

Primer on economic concepts: – Definition and need for Industrial Economics; S – C – P paradigm; The welfare economics of market power **[7]**

Market structure: – its measures & determinants; Firm Boundaries – Horizontal & Vertical-Transaction costs and firm size; Concentration in markets – seller & Buyer Concentration; Product Differentiation; Conditions of entry **[13]**

Competition: – Competing via Commitment; Dynamics of Pricing Rivalry; Entry & exit strategies **[7]**

Strategic Positioning & dynamics: – Competitive advantage and its sustenance; Innovation as a source of competitive advantage; Agency and performance measurement **[6]**

Performance: – Market Structure and performance-Challenges in a digital Economy; PUBLIC Policy & Regulation: – Issues in Antitrust & regulatory Economics **[6]**

Text Book

1. Lipczynski, John; Goddard, John; Wilson, J.O.S. (2005), Industrial Organization: Competition, Strategy, Policy (2 edition), Prentice Hall.

Reference Books

1. J. Blanco Realzola (1998), Competitive Strategy Techniques for Analyzing Industries and Competitors, The Free Press.
2. Porter, M.E. (1998) Competitive Strategy: Techniques for Analyzing Industries and Competitors, TheFree Press.
3. Barthwal, R.R. (2010) Industrial Economics: An Introductory Textbook, The New Age Publisher.

Economics of Consumption

BE.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Examining the latest trends to improving the consumerism
- Expose to the international markets and platforms
- Enable to understand the growing synergy across countries
- Illustrate the role of economic collaboration due to globalization
- Identify the latest market possibilities

Course Contents

Future of consumption in India: The macro context of India, Vision for consumption in India in 2030, Firm of the future in India, Key uncertainties for India 2030, Critical societal challenges and calls to action **[5]**

The Expansion of Geopolitics, Multilateralism in an Ungoverned World, Culture, Identity and the Evolution of Geopolitics, Future Scenarios and Implications for the Industry, Regional Risks for Doing Business **[9]**

Fostering Effective Energy Transition, Electric Vehicles for Smarter Cities: The Future of Energy and Mobility, Accelerating access to sustainable energy: A key priority in energy transition **[8]**

Jobs of Tomorrow Mapping Opportunity in the New Economy,Opportunity in the Emerging Labour Market, Our Shared Digital Future Building an Inclusive, Trustworthy and Sustainable Digital Society **[9]**

Unlocking Technology for the Global Goals, mobilizing the private sector for peace and Reconciliation, How Can Trade Rules Support Environmental Action? Trade must be aligned with sustainable development. **[8]**

Text Books

1. World Economic Forum Reports
2. World Trade Organization Reports

Reference Books

1. Allen, Franklin; Behrman, Jere R.; Birdsall, Nancy (2016), Towards a Better Global Economy: Policy Implications for Citizens Worldwide in the 21st Century, OUP Oxford.
2. International Energy Agency Reports.

Management of Corporate Social Responsibility

SM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To apprise the student about the concept of CSR and career opportunities in the area.
- To build capacity of the students for creating a project on CSR funding.
- To apprise about the CSR governance and its implementation.

Course Contents

Introduction to CSR: Concept, principles, triple bottom line and sustainable CSR, Provision of CSR in companies Act 2013, CSR legislation in world, Scope of CSR, Drivers of CSR, Benefits to organization, CSR Management. **[8]**

Stakeholders: Organization, Government, Society, Regulatory environment, International framework, CSR for central public enterprises. **[7]**

Planning and Implementing CSR Activities: CSR policy, Constitution of CSR committee, CSR design, CSR budget, CSR activities, CSR through external agencies. **[8]**

Evaluating and Developing CSR Activities: Bases for evaluation of CSR activities, CSR leadership, CSR and risk management, CSR as organization brand building, GST components of CSR, Monitoring of CSR activities. **[8]**

Compliance and CSR Audit: Preparing report, Issues relating to CSR audit, Preparing and filing of annual CSR report, Developing CSR audit program, Sustainability of CSR audit, Spending CSR funds, Global reporting. **[8]**

Text book

1. Prabhakaran Palleri (2020), Corporate Social Responsibility – Concepts, Cases and Trends, Cengage India.

Reference Book

1. Chatterjee, M. (2016), "Corporate Social Responsibility", 1st Edition, New Delhi: Oxford University Press.

Management of Social Impact Institutions

SM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand conceptual framework for understanding the role of Social Impact Organizations in a market economy and democratic society.
- To understanding of major issues and concerns that shaped the nonprofit sector/social sector and currently influence the field;
- To develop Knowledge of nonprofit/social impact management methods and practices.
- To develop understanding of laws and standards applicable to nonprofit/ social organizational management.
- To increased awareness of nonprofit/social sector values and experience in analyzing management dilemmas and proposing responses.

Course Contents

Introductions and Learning; Needs/Expectations Overview of Social and the Nonprofit Sector	**[7]**
A Function Model for Social and Nonprofit Management	**[7]**
Governance of Social and Nonprofit – Board Roles and Responsibilities, Program Planning for Social and Nonprofit : Proposal Writing for Nonprofits	**[10]**
Budgeting and Financial Management for Nonprofits, Resource Development in Nonprofits: Human, Grant and Contract Management in Social and Nonprofits.	**[8]**
Management of Marketing, Risk , program and budget cutbacks:	**[7]**

Text Books

1. Renz, David O. ed. (2010) The Jossey-Bass Handbook of Nonprofit Leadership and Management, Third Edition, San Francisco, CA: Jossey-Bass Publications.
2. Drucker, Peter F. (2006) Managing the Nonprofit Organization: Principles and Practices, Reprint Business Edition, New York, NY: HarperCollins.

Reference Books

1. Block, Peter (2011) Flawless Consulting, 3rd Edition, Pfeiffer &Co, San Diego.
2. Hayes, John (2010) The Theory and Practice of Change Management, 3rd Edition, New York, NY: Palgrave MacMillan.

Social Impact Investment

SM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand the evolution, landscape and future potential of impact investing.
- To develop financial and analytical competency to apply investment to drive social impact.
- To obtain basic skills to understand the process to innovate impact investment financial structures and create and operate impact investment funds.
- To refine negotiation skills to represent stakeholder positions in placing or securing impact investment capital.
- To learn to utilize impact investing strategies to drive social innovation and measurable social impact in public sector, nonprofit, and for-profit contexts.

Course Contents

Introduction to Impact Investment: Definitions, History, Size and characteristics of the Impact Investing marketplace, Classical finance and the case for impact investing, Distinctive business and financial characteristics of impact investments; Social impact metrics. **[7]**

Socially Responsible Investing: Negative screening, Positive screening, Fiduciary standard, Turning policy challenges into investment return – who needs help, How investments can help, Identifying impact investment opportunity, Shareholder activism - positive and negative investment. **[7]**

Correlating Financial and Social Returns: Synchronization of capital markets, Government policy and philanthropic resources to blend investment return and social benefit, Environmental finance, Greentech, Infrastructure, Scale and PE. **[6]**

Microfinance and the Base of the Pyramid: Micro-lending, Micro-insurance, Housing, Technology and cases, Valuation models and Portfolio Development. **[6]**

Inclusive Business and Impact Investment: The Role of Institutions in social finance (Innovation, Blended Finance and EDI), Role of government in social finance – Social Impact Bonds, Role of institutions in social finance. **[6]**

Impact Measurement: Global Reporting Initiative (GRI), Impact Reporting and Investment Standards (IRIS), Global Impact Investing Rating System (GIIRS), Impact Metrics, Internal rate of return, Benefit-cost ratio (BCR), Expected Return, Mission alignment Methods, Future of Impact Investing. **[7]**

Text Books

1. Keith Allman, Ximena Escobar de Nogales, Impact Investment, A Practical Guide to Investment Process and Social Impact Analysis, Wiley.
2. Alex Nicholls, Rob Paton, and Jed Emerson, Social Finance, Oxford Publications.

Reference Books

1. The Impact Investor, Lessons in Leadership and Strategy for Collaborative Capitalism, Jossey-Bass, Cathy Clark, Jed Emerson, Ben Thornley.
2. The Power of Impact Investing, Putting Markets to Work for Profit and Global Good, Wharton, Judith Rodin, Margot Brandenburg.

Management Tools for Entrepreneurs

EF.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective

Identifying the right business opportunity is important for the success of any new entrepreneurial venture. Budding entrepreneurs should be able to identify suitable business opportunities at the right time and in the right way. This course aims to help students identify business opportunities effectively and get hands on experience in applying creativity and understanding in problem identification and solving.

Course Contents

Understanding the market: Identifying ideas and areas with business potential, Analyzing the needs and wants of the market, Identifying resource needs, Identifying where business opportunities can lie and in what form, Identifying potential customer / user benefits and benefits to society as a whole. **[7]**

Identifying the Opportunity: Convergent and divergent approach of opportunity sensing, Transforming ideas into reality, Realities of setting up new ventures, Screening opportunities, Devising the business plan, The family as a source of entrepreneurial support, Deciding the scope of the opportunity and gains from it. **[9]**

Analyzing Business Opportunities: Market Analysis, Demand-supply, Technical Analysis, Assets analysis, Financial Analysis, Sources of capital and its cost, Viable and feasible business Opportunity, Testing feasibility of business idea by applying sensitivity analysis. **[9]**

Accounting for Entrepreneurs: Accounting, Balance Sheet, Accounting Records, Cash flow statements, Financial Statement Analysis, Behavior of costs. **[7]**

Management Tools for Startups: WordPress/GoDaddy, CoFoundersLab, Doorbell, Asana/Trello, Recruiterbox/Homerun, Termsfeed, Slack/ Hipchat, Betalist. **[7]**

Text Book

1. Timmons, J.A. and Spinelli, S.: New Venture Creation – Entrepreneurship for the 21st century, McGraw Hill

Reference Books

1. Holt, D.H., Entrepreneurship – New Value Creation, Pearson
2. Roy, R., Entrepreneurship, Oxford

Project Formulation and Preparation

EF.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective

Business plan gain interest of the fund providers like venture capitalists and other sources of funding.

Course Contents

Business Plan: What is business plan, Entrepreneurial opportunities and Business Plan, Preparing business plan (Practical Exercises on preparation of business plan), Components of Business Plan - Confidentiality Agreement, Executive summary, other components. **[8]**

Market Analysis and Planning: Undertaking Market Research, Importance, Industry Analysis, Competitor analysis, Defining the target market, Market segmentation, Market positioning, Building a marketing plan, Marketing mix, and Critical factors for devising a market strategy. **[9]**

Technical Feasibility and Analysis. Operation and Production Plan - Types of production systems, Product design and analysis, New product development, Location and layout decisions, Project layout, Plant and technology choices, Product specification and customer needs, Production planning and control, Commercializing technologies. **[10]**

Financial analysis and feasibility testing: Pro forma income statements, Cash budget, Funds flow and Cash flow statements, Balance sheet, Break Even Analysis, Ratio Analysis. **[12]**

Text Book

1. Dwivedi, A.K.: Industrial Project and Entrepreneurship Development, Vikas Publishing House.

Reference Book

1. Bangs Jr., D.H., The Business Planning Guide, Dearborn Publishing Co.
2. Katz, J.A. and Green, R.P., Entrepreneurial Small Business, McGraw Hill
3. Mullins, J. and Komisar R., Getting to Plan B, Harvard Business Press
4. O'Donnell, M., The Business Plan: Step by Step, UND Center for Innovation.

Secrets of Success: Indian Family Business

EF.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective

To understand the unique dilemmas and paradoxes faced by family firms in order to learn secret of family business success.

Course Contents

Family Business: Specialty of running a family business, Conflict resolution, Succession planning, Choosing and training successor. **[7]**

Creating Stability: On control and voting shares, On managing millennials, Money matters, Balancing differing interests. **[6]**

Secrets: Communicate, Evolve, Set boundaries, Practice good governance, Recruit from the outside, Treat employees like family, Make it optional, Plan for the future. **[7]**

Success Story I: TATA Group, Aditya Birla Group, Godrej, Shapoorji Pallonji, Murugappa Group. **[10]**

Success Story II: Reliance Group, Arcelor Mittal, Bajaj family, Burman family, Lohia family. **[9]**

Text Books

1. Leach Peter and Dixit Tatwamasi, Indian Family Business Mantras, Rupa Publications, New Delhi.
2. Kavil Ramachandran, The 10 Commandments for Family Business, Sage publishers, India.

Reference Books

1. Walter Vieira and Dixit Mita, The 5Gs of Family Business, Sage publishers, India.
2. Hutcheson Henry, Dirty Little Secrets of Family Business, Greenleaf Book Group LLC.

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Syllabus

Master of Business Administration
(w.e.f. 2017)

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Master of Business Administration (MBA)

(Dual Specialization)
Two Year Programme
Academic Curriculum (2017-2018 Onwards)

First Year
Autumn Semester
Foundation Courses

Course Code	Course Title	Contact Hours
	Compulsory Courses	
FC101	Principles of Management	15 Hours
FC102	Business Etiquette	15 Hours
	Any two of these courses	
FC103	Introduction to Economics	15 Hours
FC104	Introduction to Accounting	15 Hours
FC105	Introduction to Business Mathematics	15 Hours
	Total Contact Hours	60 Hours

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP101	Business Communication	2	-	2	3	3	35	15	50
CP102	Managerial Economics	3	-	-	3	3	35	15	50
CP103	Management Accounting	3	-	-	3	3	35	15	50
CP104	Business Statistics	3	-	-	3	3	35	15	50
CP105	Organizational Behavior	3	-	-	3	3	35	15	50
CP106	Management Science	3	-	-	3	3	35	15	50
CP107	Marketing Management -I	3	-	-	3	3	35	15	50
	Sub Total				**21**				

First Year
Spring Semester

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP201	Business Research Methods	3	-	-	3	3	35	15	50
CP202	Marketing Management -II	3	-	-	3	3	35	15	50
CP203	Financial Management	3	-	-	3	3	35	15	50
CP204	Human Resource Management	3	-	-	3	3	35	15	50
CP205	Operations Management	3	-	-	3	3	35	15	50
CP206	Macro-Economics	3	-	-	3	3	35	15	50
CP207	Strategic Management	3	-	-	3	3	35	15	50
CP208	IT Tools for Managers	2	-	2	3	3	35	15	50
	Sub Total				**24**				

Class Work (Marks Distribution): 20 Marks (Group Projects/Assignments) + 15 Marks (Individual Projects/Assignments)

Master of Business Administration (MBA)

(Dual Specialization)
Two Year Programme
Academic Curriculum (2017-2018 Onwards)

Second Year
Autumn Semester

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP301	Business Analytics	3	-	-	3	3	35	15	50
CP302	International Economics and Business	3	-	-	3	3	35	15	50
CP303	Supply Chain Management	3	-	-	3	3	35	15	50
CP304	Business Simulation	-	-	-	3	3	-	-	100
CP305	Summer Internship Project	-	-	-	3	3	75	-	25
	Specialization Elective – I	2	-	-	2	3	35	15	50
	Specialization Elective – II	2	-	-	2	3	35	15	50
	Specialization Elective – III	2	-	-	2	3	35	15	50
	Specialization Elective – IV	2	-	-	2	3	35	15	50
	Specialization Elective – V	2	-	-	2	3	35	15	50
	Specialization Elective – VI	2	-	-	2	3	35	15	50
	Dissertation Project	Continued to 4th Semester							
	Sub Total				**27**				

Second Year
Spring Semester

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP401	Business Law	3	-	-	3	3	35	15	50
CP402	Project Management	3	-	-	3	3	35	15	50
CP403	Business Ethics and CSR	3	-	-	3	3	35	15	50
CP404	Dissertation Project	-	-	-	6	3	75	-	25
	Specialization Elective - I	2	-	-	2	3	35	15	50
	Specialization Elective - II	2	-	-	2	3	35	15	50
	Specialization Elective - III	2	-	-	2	3	35	15	50
	Specialization Elective - IV	2	-	-	2	3	35	15	50
	Specialization Elective - V	2	-	-	2	3	35	15	50
	Specialization Elective - VI	2	-	-	2	3	35	15	50
	Sub Total				**27**				

Total Credits	**99**

Class Work (Marks Distribution): 20 Marks (Group Projects/Assignments) + 15 Marks (Individual Projects/Assignments)
Summer Internship Project: 75% on report and 25% on Viva.
Dissertation Project Report: 75% on report and 25% on Viva.
Business Simulation: Third party Outsourced

Professional Personality Development Series (PPDS)

Since MBA is a professional program, there is need to groom participants professionally in terms of soft skills including interpersonal relationship, team work etc. Taking into consideration the requirements of the corporate world, there is needed to inculcate professional skills apart from academic excellence. To achieve this objective, there will be weekly professional personality development sessions organized by the college as part of the curriculum. This weekly mandatory event will be completely participant driven, organized and managed under the supervision of the Professional Personality Development Cell headed by a faculty. This event will be continued in all the semesters.
This event will be equivalent to 3 credits per semester.

Total Contact Hours of the Program

Description of the Courses	Contact Hours
Foundation Courses	15 x 4 = 60
Academic Courses	99 x13 = 1,287
Professional Personality Development Series	12 x 13 =156
Total Contact Hours	1503

Elective Areas

Finance, Banking and Insurance Area

Course Code	Course Name
FM301	Security Analysis and Portfolio Management
FM302	Corporate Finance
FM303	Operations for BFSI
FM401	Financial Derivatives and Risk Management
FM402	Corporate Taxation
FM403	Financial Modelling

Human Resource Area

Course Code	Course Name
HR301	Organizational Development Systems
HR302	Talent Management
HR303	Industrial Relations
HR401	Human Resource Development Systems
HR402	Performance Management
HR403	Compensation Management

Marketing Area

Course Code	Course Name
MM301	Sales and Distribution Management
MM302	Consumer Behavior
MM303	Marketing of Services
MM401	Strategic Brand Management
MM402	Integrated Marketing Communication
MM403	Digital Marketing

FIRST YEAR
AUTUMN
SEMESTER - I

Business Communication

Course Code: CP101 **Course Credit: 3**

Course Objective

This course is designed to enhance the communication skills required in different business contexts through various interactive activities. This course will improve the student's self-confidence to express them in the professional business environment. This course will help and acquaint the participants with the basic concepts and techniques of communication, viz Listening, Speaking, Reading & Writing skills.

Course Content

Effective Communication in Business: Importance and benefits of effective communication, Components of communication, Forms of Communication, Communication process, Role of Verbal and Non-verbal symbols in communication, Barriers to effective communication, Overcoming communication barriers, Seven C's of effective communication.

Strategies for Successful Listening and Speaking Skills: Definition, Types, Purposes of listening, Anatomy of poor listening, Features of a good listener, Characteristics of Oral communication, Principles and types of oral communication, Strategies to handle different communication.

Corporate Communication: Definition, Scope, Importance and components of corporate communication, Professional communicator responsibilities, Corporate communication and Public Relation, Role of social media in communication.

Forms of Communication in Written Mode: Improving writing skills, Planning and execution of messages, writing different messages, writing reports, proposals and business plans.

Strategies for Successful Interpersonal Communication: Dyadic communication, Meetings: need, importance & planning of Meetings, Drafting of notice, Agenda, Minutes & resolutions of Meeting, Creating and delivering good presentations, Managing data and visuals.

Business Etiquettes and Cross-cultural Communication: Introduction, Constituents of Etiquettes, Business Etiquettes and modern technology, Workplace culture, Communicating across different cultures, Culture and writing skills.

Career Management and Technology: Introduction, Searching for talent, looking for Job, Planning for Job, Social Networking and Job search, Preparing for Resume, Cover Letter, Group Discussion and Interview, Technology in Business Communication.

Text Books

1. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), "*Business Communication*", 13th Edition, New Delhi: McGraw Hill Education.
2. Raman, M. and Singh, P. (2012), "*Business Communication*", 2nd Edition, New Delhi: Oxford University Press.

Reference Books

1. Chaturvedi, P.D. and Chaturvedi, M. (2011), "*Business Communication, Concepts: Cases and Applications*", 2nd Edition, New Delhi: Pearson Education.
2. Mukerjee, H.S. (2013), "*Business Communication*", 2nd Edition, New Delhi: Oxford University Press.
3. Sharma R.C., Mohan, K. (2007), "*Business: Correspondence and Report Writing*", 3rd Edition, New Delhi: McGraw Hill Education.

Managerial Economics

Course Code: CP102 **Course Credit: 3**

Course Objective

The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic Theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. While conducting this course importance is given to the complexity of decision making process emanating from evolutionary changes that have occurred in the business firms over time.

Course Content

Nature and scope of Managerial Economics and optimization techniques- Introduction to Economics and Managerial Economics, theory of the firm and objectives of the firm; Nature and functions of profit; total, marginal and average relationships Optimization analysis- profit maximization through total revenue-total cost approach; profit maximization through marginal analysis

Demand Analysis, Demand Estimation and Demand Forecasting- Individual's demand, specification of the demand function, factors affecting demand Different concepts of elasticity and their measurement, relationship between price elasticity, total revenue and marginal revenue Use of elasticity in managerial decision-making, introduction of demand estimation Methods of demand estimation; use of regression analysis in demand estimation; demand forecast with qualitative and quantitative methods

Theory of production, cost concepts, cost functions and estimation- Production function; short run production function, law of diminishing returns; Production Function and Iso-quants and Iso-costs function; Optimal combination of inputs for minimizing cost ; long run production function and returns to scale; Type of costs; short run and long run cost functions, marginal costs, average costs ; Fixed and variable costs and estimation of cost functions; break-even analysis.

Market Structure, Pricing Practices and Game Theory-What are different market structures; Pricing under perfect competition; assumptions, short run and long run equilibrium of the firm and market Determination of price; profit maximization; Pricing under Monopoly: pure and discrimination monopoly; Pricing determination under Monopolistic Competition; Pricing under Oligopoly and Duopoly; Game Theory and Strategic Behavior; Role of the Government in pricing.

Text Books

1. Salvatore, D. (2014), "*Managerial Economics in a Global Economy*", 8th Edition, New Delhi: Thomson South-Western.
2. Samuelson, A.P. and Nardhas, W.D. (2010), "*Economics*", 19th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dholakia, R.H. and Oza, A.N. (2003), "*Microeconomics for Management Students*", New Delhi: Oxford University Press.
2. Gupta, G.S. (2003), "*Managerial Economics*", New Delhi: McGraw Hill Education.
3. Keat, P. and Banerjee, S. (2010), "*Managerial Economics: Economic Tools for Today's Decision Makers*", 6th Edition, New Delhi: Pearson Education.
4. Kreps, D.M. (2004), "*Microeconomics for Managers*", New Delhi: W.W. Norton and Company.

Management Accounting

Course Code: CP103 **Course Credit: 3**

Course Objective

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Course Content

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc.

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing.

Text Books

1. Horngren (2015), "*Financial and Managerial Accounting*", 5th Edition, New Delhi: Pearson Education.
2. Khan, M.Y. and Jain, P.K. (2103), "*Management Accounting: Text, Problems and Cases*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Colin, D. (2005), "*Management Accounting for Business*", 3rd Edition, New Delhi: Thomson.
2. Pandey, I.M. (2009), "*Management Accounting*", New Delhi: S. Chand and Sons.
3. Pauline, W. (2006), "*Financial and Management Accounting*", 7th Edition, Pearson Education.
4. Ray, P. (2009), "*Managerial Accounting for Business Decisions*", 5th Edition, New Delhi: Pearson Education.

Business Statistics

Course Code: CP104 **Course Credit: 3**

Course Objective

In an increasingly complex world, statistical thinking, understanding, and skill are more important than ever. In this course students are introduced to the fundamental concepts and with skills for proficiency in statistics. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the data.

Course Content

Introduction to Statistics: Origin, Nature and scope in business management.

Data processing – Classification, Summarization, Tabulation of data – presentation (tabular and graphic) – Frequency distribution, Measures of central tendency - mathematical properties of arithmetic mean, Arithmetic mean, Weighted mean, Geometric mean, Median, Mode, and Partition values – Quartiles, Deciles and Percentiles, Measures of dispersion - Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation.

Measures of Dispersion: (Absolute and Relative) Range, Quartile deviation, Mean deviation, Standard deviation, Co-efficient, Skewness and Kurtosis.

Testing Of Hypothesis - Concepts – types of errors, null and alternate hypothesis – level of significance. Testing of means and proportions for small and large samples - one-sample test. Testing of difference between means and proportions for small and large samples. 2 Test of goodness of fit – Test of independence – ANOVA – one way and two way classifications.

Business forecasting - Time series analysis, components, Methods, Straight line method – Semi averages method – Least square method – Moving averages.

Probability: Probability sampling, non-probability sampling. Estimation -Point and Interval estimates – Confidence intervals – determining sample size, Axiomatic approach to probability, Laws of addition and multiplication, Bayes' theorem.

Theoretical Probability Distributions: Random variable and distribution function: Discrete probability distributions, Continuous probability distributions.

Correlation and Regression (Bivariate and Multivariate): Karl Pearson coefficient of correlation, Spearman's correlation coefficient, Concurrent deviation, Lines of regression.

Text Books

1. Levin, R.I., Rubin, D.S., Rastogi, S. and Siddiqui, H.M. (2017), "*Statistics for Management*", 8th Edition, New Delhi: Pearson Education.
2. Whigham, D. (2007), "*Business Data Analysis Using Excel*", 1st Edition, New Delhi: Oxford University Press.

Reference Books

1. Black, K. (2016), "*Business Statistics: For Contemporary Decision Making*", 9th Edition, New Delhi: Wiley India.
2. Hooda, R.P (1994), "*Statistics for Business and Economics*", New Delhi: Macmillan India Ltd.
3. Morse, L.B. (1994), "*Statistics for Business and Economics*", New York: Harper Collins.
4. Webster, A. (2006), "*Applied Statistics for Business and Economics*", 3rd Edition, New Delhi: McGraw Hill Education.

Organizational Behavior

Course Code: CP105 **Course Credit: 3**

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content

Introduction: Historical evolution of OB, Organizational structure, Management functions and roles, developing an OB Model.

Individual Behavior: Personality and values, Personality assessment instruments, Attitudes and job satisfaction, Perception and attribution, linking individual behavior to the workplace. Learning: Concept, Learning theories, Reinforcement, Administering reinforcement, Organizational behavior modification.

Motivation: Definition and importance, early theories of motivation, Contemporary theories of motivation, Motivational tools in organization – Job characteristics model, Employee involvement, Rewards.

Group Behavior: Concept of Groups, Stages of group development, Group properties, Group decision making, creating effective teams, turning individual into team players.

Skills for Managing Teams: Communication, Conflict, Power and Influence, Emotional intelligence.

Leadership: Concept, Leadership styles, Theories – Trait, Behavioral, Contingency; Finding and creating effective leaders.

Managing Modern Organizations- Culture formation, Managing cross cultural differences, Innovation and learning organization.

Text Books

1. Luthans, F. (2013), "*Organizational Behavior-An Evidence-Based Approach*", 12th Edition, New Delhi, McGraw Hill Education.
2. Robbins, S.P., Judge, T.A. and Vohra, N. (2017), "*Organizational Behavior*", 16th Edition, New Delhi, Pearson Education.

Reference Books

1. Newstrom, J.W. (2007), "*Organizational Behavior-Human Behavior at Work*", 12th Edition, New Delhi, McGraw Hill Education.
2. Pareek, U. and Khanna, S. (2011), "*Understanding Organizational Behavior*", 3rd Edition, New Delhi, Oxford University Press.
3. Parikh, M. and Gupta, R. (2010), "*Organizational Behavior*", 1st Edition, New Delhi, McGraw Hill Education.

Management Science

Course Code: CP106 **Course Credit: 3**

Course Objective

This module aims to introduce students to use quantitative methods and techniques for effective decision–making; model formulation and applications that are used in solving management problems.

Course Content

Introduction: Concept, Model building for business decisions, Concepts of a model, Classification of a model, General Methods for solving models.

Linear Programming: Formulation, Geometric method, Simplex method, M'Charnes method, Concept of duality, multiple optimal solution, Duality theory – formulation of large LPP – interpretation. Post Optimality Analysis.

Transportation Problem: Nature and scope – Optimal solution – North West Corner rule – Matrix minima method – VOGEL's Approximation Method (VAM) – Test for optimality – Modified Distribution Method (MODI) - Unbalanced transportation problems, Transportation problem as LPP, Methods of solutions, variations. Assignment Problem: Mathematical statement, Solution methods, variations.

Game Theory: Two people zero sum game, pure strategies and saddle point, mixed strategies and solution methods.

Queuing Theory: Components, Description of queuing model, Single channel models, Performance measures, Cost behavior analysis.

Decision Theory: Concept of decision theory, Types of decision-making environment, Decision tree analysis.

Sequencing: Flow shop sequencing problems, Markov Process, Job shop sequencing problems, Processing 'n' jobs through 2 and 3 machines.

Network Analysis: Rules for drawing the network diagram, Applications of CPM and PERT, Techniques in project planning and control, Crashing of operations.

Simulation: Steps involved in simulation, Monte Carlo simulation, Simulation of queuing and inventory.

Text Books

1. Anderson, D.R., Sweeney, D.J. and Williams, T.A. (2008), "*An Introduction to Management Science*", 11th Edition, New Delhi: Cengage Learning.
2. Sharma, J.K. (2009), "*Operations research: Theory and Applications*", 4th Edition, New Delhi: Macmillan.
3. Vohra, N.D. (2010), "*Quantitative Techniques in Management*", 4th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Balakrishnan, N. (2014), "*Managerial Decision Modeling with Spreadsheets*", 3rd Edition, New Delhi: Pearson Education.
2. Hillier, F.S. and Liebermann, G.J. (2006), "*Introduction to Operations Research*", 8th Edition, New Delhi: McGraw Hill Education.
3. Pai, P.P., "*Operations Research - Principles and Practice*", New Delhi: Oxford Higher Education.
4. Taha, H.A. (2007), "*Operations Research: An Introduction*", 8th Edition, New Delhi: Pearson Education.

Marketing Management-I

Course Code: CP107 **Course Credit: 3**

Course Objective

Marketing is one of the core processes in the success, growth and long-term performance of any corporate enterprise. Business model of most of the proactive enterprises throughout the world are revolving around marketing in general and consumer in particular. Over the period of time, concepts and dimensions of marketing have evolved from product-centric and insight-out approach to customer-centric and outside-in approach. This metamorphosis change in philosophy of corporate enterprises is largely due to sea change in the market scenario generally attributed as new economy.

Course Content

Overview of Contemporary Marketing: Evolution of marketing; Issues and challenges of new economy; Transition from conventional marketing (marketing-mix) model to value based strategic marketing framework; Strategic marketing Planning & its dimensions

Understanding Consumer Behavior & their Value Drivers (Value Exploration): Understanding consumer; Consumer purchase decision-making process; Factors affecting consumer behavior; Consumer Value, dimensions and drivers for purchase decisions; Consumer value models, Consumer life-time value

Marketing Environmental Assessment (Value Definition): Concepts, characteristics, Impact and dimensions of marketing environment; Analyzing and scanning macro & micro marketing environment; Analyzing and scanning of Internal marketing environment (resources), Marketing environment appraisal tools for value definition (SWOT analysis, Porter 5 Forces Model and PEST analysis); Nature and functions of marketing information system & marketing research in value exploration and definition

Market Segmentation, Targeting & Positioning (Value Proposition): Concept and dimensions of value proposition; Value proposition and consumer value models; Nature, concept and need of market segmentation, Bases for segmentation; Target market selection strategies; Positioning strategies

Product (Value Creation & Offering): Value creation through marketing strategy; Product as core of value; Service as a means of value; Brand as a value addition; Why products fail? Meaning, dimensions and classification of products, product mix, Product line strategies, Concept of new product, New product development process, Product life cycle

Text Books

1. Baines, P., Fill, C. and Page, K. (2015), "*Marketing*", Asian Edition, New Delhi: Oxford University Press.
2. Etzel, M.J., Walker, B.J., Stanton, W.J. and Pandit, A. (2009), "*Marketing Concepts and Cases*", 14th edition, New Delhi: McGraw-Hill Education.
3. Kotler, P. and Keller, K.L. (2016), "*Marketing Management*", 15th Edition, New Delhi: Pearson Education.

Reference Books

1. Grewal, D. and Levi, M. *"Marketing,"* 5th Edition, Chennai: McGraw Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "*Marketing Moves: A New Approach to Profit Growth and Renewal*", Boston: Harvard Business School Press.
3. Kumar, N. (2004), "Marketing As Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation", Boston: Harvard Business School Press.
4. Ramaswamy, V.S. and Namakumari, S. (2013), "*Marketing Management: A Strategic Approach*," 5th Edition, New Delhi: McGraw Hill Education.

FIRST YEAR
SPRING
SEMESTER - II

Business Research Methods

Course Code: CP201 **Course Credit: 3**

Course Objective

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. The students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem.

Course Content

Introduction to Business Research: Nature of business research, Business research process, Ethics in business research, recent trends.

Research Designs: Introduction and classification, Exploratory research, Descriptive research, Causal research.

Measurement and Scaling: Primary scales of measurement, Comparative scaling Techniques, Non-Comparative scaling techniques and Scale evaluation.

Data Collection & Preparation: Primary data, Secondary data, Questionnaire and form design, Objectives, Design process.

Sampling: Sampling design process, Classification of sampling techniques, Sample size determination.

Data Analysis: Hypothesis meaning, Sources types - Parametric and non-parametric tests, Parametric test, T test, F Test and Z test, Non Parametric Test - U Test, Kruskal Wallis, Sign test, Discriminant analysis, Factor and cluster analysis.

Report Writing & Presentation: Significance, Report writing- Steps, Layout, Presentation - Executive summary, Precautions, Norms for using tables, Charts and diagrams – Appendix, Index and Bibliography.

Text Books

1. Bajpai, N. (2017), "*Business Research Methods*", 2nd Edition, New Delhi: Pearson Education.
2. Mishra, P. (2015), "*Business Research Methods*", New Delhi: Oxford University Press.

Reference Books

1. Bryman,A. and Bell, E. (2015), "*Business Research Methods*",4th Edition, New Delhi: Oxford University Press.
2. Cooper, D. R., Schindler, P.S., Sharma, J.K. (2015), "*Business Research Methods*", 11th Edition, New Delhi: McGraw Hill Education.
3. Saunders, M., Lewis, P. and Thornhill, A. (2009), "*Research Methods for Business Students*", 5th Edition, New Delhi: Pearson Education.
4. Zikmund, W.G, (2009), "*Business Research Method*", 7th Edition, New Delhi: Cengage Learning.

Marketing Management-II

Course Code: CP202 **Course Credit: 3**

Course Objective

This course is the extension to Marketing management-I course. Marketing is one of the major and most important functional areas of management. Marketing holds the key to the survival and success of any business organization. Both individual and organizational customers are using various marketing strategies to garner higher market share and move ahead of their competitors. The field of marketing has been changing over the years incorporating newer and more advanced concepts and theories. The role of marketing as a game-changer is reinforced by its emphasis on the customer. Customer is not only the 'King' but the Emperor' today, whose expectation are not only changing but also increasing significantly. That is why, apart from superior value creation and offering, firms need to have adequate strategies for capturing, communicating and real-time delivery of value for bringing and nurturing long-term relationships with valued customers and consumers.

Course Content

Introduction and recapitulation of Marketing Management-I course content

Price (Capturing Value): Nature and dimensions of price; Price as a basis of value maximization; Factors influencing Pricing decision; Pricing methods and strategies; Dynamic pricing and value addition, Distribution (Value Delivery): Availability vs delivery, Growing strategic value of delivery, Designing channel structure and value network; Marketing channel institutions; Modern retail formats; Overview of Internet-based distribution systems; e-tailing; Multiple channel system (MCS); Concept and dimensions of logistics in delivery; Critical role of logistics in value creation and delivery, Integrated Marketing Communication (Communicating Value): Value of information to consumer and its role in consumer purchase decision; Concept and elements of Integrated Marketing Communication (IMC); Contemporary trends in designing and managing IMC Strategy; Digital campaigning; IMC Budget allocation and estimation; Personal Selling and Sales Management and its value addition role in facilitating and assisting consumers in their purchase decisions Relationship Marketing (Valued Relationships): Nature, concept and significance of relationships marketing; Consumer relationship management; Partner relationship management, Marketing Performance Assessment (Value Evaluation): Strategic significance of marketing performance evaluation; Performance evaluation tools (Sales volume, market share, marketing cost analysis, Return of marketing investment, Consumer and partner relationship status and frequency of conflicts; Customer value maximization)

Text Books

1. Etzel, M.J., Walker, B.J., Stanton, W.J. and Pandit, A. (2009), "*Marketing Concepts and Cases*", 14th edition, New Delhi: McGraw Hill Education.
2. Kotler, P. and Keller, K.L. (2016), "*Marketing Management*", 15th Edition, New Delhi: Pearson Education.

Reference Books

1. Grewal, D. and Levi, M. "*Marketing*", 5th Edition, Chennai: McGraw-Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "*Marketing Moves: A New Approach to Profit Growth and Renewal*", Boston: Harvard Business School Press.
3. Kumar, N. (2004), "*Marketing As Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation*", Boston: Harvard Business School Press.
4. Ramaswamy, V.S. and Namakumari, S. (2013), "*Marketing Management: A Strategic Approach*", 5th Edition, New Delhi: McGraw Hill Education.

Financial Management

Course Code: CP203 **Course Credit: 3**

Course Objective

The objective of this course is to develop a foundation of financial management concepts. This will enable the students to understand how corporations make investment & financing decisions. This course will help the students in understanding both the theoretical and practical role of financial management in business corporations.

Course Content

Introduction to Finance: Financial markets, Financial institutions, Financial services, Financial instruments, Functions and goals of finance.

Financial Management: Nature, Scope, and Objectives of financial management, Time value of money, Risk and return.

Capital Structure and Cost of Capital: Capital structure and leverage, Optimum capital structure, Measurement of specific costs, Computation of overall cost of capital

Financing Decision: Long-term financing, Short-term financing, Term financing, Venture capital, Basics of lease financing

Capital Budgeting: Principles, Techniques, Measurement and evaluation, Case study problems.

Working Capital Management: Planning of working capital, Working capital financing and Inventory management

Financial derivatives: Options, Futures, Forwards, Warrants, Hedging using derivatives

Dividend Policy Decision: Dividend and valuation, Determinants of dividend policy

Behavioral Finance Investment Decision Cycle: Judgment under uncertainty, Utility/ Preference functions, Expected Utility Theory [EUT].

Text Books

1. Horne, V. (2008), "*Fundamentals of Financial Management*", 12th Edition, New Delhi: Pearson Education.
2. Lawerence, J.G., and Zutter, C.J. (2015), "*Principles of Managerial Finance*", 14th Edition, New Delhi: Pearson Education.

Reference Books

1. Brigham, E.F. (2014), "*Financial Management Theory and Practice*", 14th Edition, New Delhi: Cengage Learning.
2. Chandra, P. (2008), "*Financial Management*", 7th Edition, New Delhi: McGraw Hill Education.
3. Khan, M.Y. and Jain, P.K. (2005), "*Basic Financial Management*", 2nd Edition, New Delhi: McGraw Hill Education.
4. Pandey, I.M. (2008), "*Financial Management"*, 10th Edition, New Delhi: Vikas Publishing House.

Human Resource Management

Course Code: CP204 **Course Credit: 3**

Course Objective

This course will help students to learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration. This course will also discuss how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, development etc) and organizational culture. Participants will also look at various emerging trends, numerous problems of HRM and their causes, and action plans to be implemented to solve these problems with the help of case studies.

Course Content

Meaning, Nature, Scope and functional area of HRM, Approaches to HRM- soft hard, Strategic HRM, Managing HR Function: Organizing the HR Unit, Line and Staff Relationship, Policies and Procedures, Planning HR activities, Controlling HR Function, Concept of HRP, Objective, HRP Process, Strategic role of HRP Job Analysis, Job Description, Job Specification and Job Design

Recruitment: sources/ Methods, Selection - Steps in selection procedures, Interview (Structured/ Non-structured), Induction and Placement.

Training and Development: Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing, Career management and Talent Management. Nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counseling, Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Job evaluation. Employee health and safety; Employee welfare; Social security measures, Employer-employee relations- An overview; Grievance handling and redressal, Industrial disputes: Causes and settlement machineries, Trade Union- Nature, Trade Union Movement in India, Strategic choices before managers and unions and managing unions.

Virtual Organizations and role of HR, Managing Employee Downsizing, Employee Empowerment and Worker's Participation in Management, Changing Role of HR in Global Scenario

Text Books

1. Ashwathappa, K. (2015), "*Human Resource Management*", 7th Edition, New Delhi: McGraw Hill Education.
2. Dessler, G. and Varkkey, B. (2017), "*Human Resource Management*", 15th Edition, New Delhi, Pearson Education.

Reference Books

1. Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2009), "*Human Resource Management*", 5th Edition, New Delhi: McGraw Hill Education.
2. Mondy, A.W. and Noe, R.M. (2016), "*Human Resource Management*", 14th Edition, New Delhi, Pearson Education.
3. Banfield, P. and Kay, R. (2009) "*Introduction to Human Resource Management*", New Delhi: Oxford University Press.
4. Snell, S.A., Bohlander, G.W., Vohra, V. (2010), "*Human Resource Management*", 1st Edition, New Delhi: Cengage Learning.

Operations Management

Course Code: CP205 **Course Credit: 3**

Course Objective

Operations management exists in diverse types of functions, industries, organizations, and management jobs. Operations managers range from first-level supervisors to senior vice-presidents, who use a variety of resources to systematically plan, design, manage, and improve systems that effectively accomplish the operations task. The challenge for operations managers is to produce products and deliver services in a way that is compatible with the business strategy of the company.

Course Content

Understanding Operations, Introduction: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. Operations Strategy: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement. Supply Network Management: Designing and managing supply networks, The design of services and products, Process Design, Process Analysis, Location, Layout and flow, The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design, Measuring Product Development Performance, Service Encounters, Structuring the Service Encounter, Service-System Design Matrix, Managing Capacity, Managing Demand, Inventory Management, Quality Management & Control: Quality Concept, Costs, Tools, Statistical Process Control, Process Capability, Operations Strategy, Lean Synchronization, : Process Analysis – Process utilization and capacity, impact of variability, Understanding Supply Chain Management, Quality Management & Control: Quality Concept, Costs, Tools, JIT and Lean Production , Performance Management System, Design of Operating Systems, Managing Projects, Linking Behavior to Operations, Linking Finance to Operations.

Text Books

1. Chase, R.B., Shankar, R. and Jacobs, F.R. (2015), "*Operations and Supply Chain Management*", 14th Edition, New Delhi: McGraw Hill Education.
2. Heizer, J. and Render, B. (2015), "*Operations Management: Sustainability and Supply Chain Management*", 11th Edition, New Delhi: Pearson Education.
3. Russel, R.S. and Taylor, B.W. (2012), "*Operations and Supply Chain Management*", 8th Edition, New Delhi: John Wiley and Sons.
4. Stevenson, W.J. (2007), "*Production and Operations Management*", New Delhi: McGraw Hill Education.

Reference Books

1. Bedi, K. (2013), "*Production and Operations Management*", 3rd Edition, New Delhi: Oxford University Press.
2. Buffa, E.S. and Sarin, R.K. (2008), "*Modern Production/Operations Management*", New Delhi: John Wiley and Sons.
3. Chary, S.N. (2015), "*Production and Operations Management*", 5th Edition, New Delhi: McGraw Hill Education.
4. Jay, H. and Barry, R. (2011), "*Operations Management*", New Delhi: Pearson Education.
5. Lee, K.J. and Larry, R.P. (2002), "*Operations Management, Processes and Value Chains*", New Delhi: Pearson Education.
6. Stevenson, W.J. (2007), "*Production and Operations Management*", New Delhi: McGraw Hill Education.

Macroeconomics

Course Code: CP206 **Course Credit: 3**

Course Objective

This course focuses on the basic tools of macroeconomics and applies them to real world economic policies. The objective of the course is for students to understand how to evaluate macroeconomic conditions such as unemployment, inflation, and growth, understand how monetary policy and fiscal policy can be used to influence short-run macroeconomic conditions, understand media accounts of macroeconomic events and the syllabus covers a broad range of topics in macroeconomic policies, fiscal policies, monetary policies in Indian perspectives.

Course Content

Introduction, measurement of national income: product approach, income approach, expenditure approach; measures of aggregate income: concept of gross, net, national, domestic, market prices and factor costs, concept of value added; methodology of estimation of national income in India; GDP deflator, consumer and producer price index. Classical macroeconomics; Say's law, equilibrium output and employment, New classical models of output determination, Keynes model of income determination, Consumption function: average and marginal propensity to consume, consumption hypothesis; permanent income hypothesis, relative income hypothesis, life cycle hypothesis. Savings and investment; business fixed investment, residential investment, inventory investment, saving and investment functions, determination of interest rates, multiplier concept, acceleration principle and its implications, business cycles; meaning and phases of the business cycle, interaction of multiplier and accelerator; Business cycles; Introduction to economic fluctuations: time horizons in macroeconomics, aggregate demand, aggregate supply, stabilization policy. Aggregate demand in the open economy, exchange rate: determination, flexible and fixed exchange rate system, monitory and fiscal policy in flexible and fixed exchange rate system. Inflation and its effects; effect on distribution of income and wealth, effect on output, employment and growth, causes and types of inflation; demand pull inflation, cost push inflation, structural inflation, policies to control inflation, tradeoff between inflation and unemployment, Philips curve: adaptive and rational expectations.

Central banking and monetary controls; functions of a central bank; monetary policy: objectives of monetary policy, policy making process, implications of targeting monetary aggregates and interest rate.

Text Books

1. Ahuja, H.L. (2017), "*Macroeconomics Theory and Policy*", 20th Edition, New Delhi: S. Chand and Company.
2. Colander, D. (2017), "*Macroeconomics*", 19th Edition, Chennai: McGraw Hill Education.
3. Gordon, R.J. (2015), "*Macroeconomics*", 12th Edition, Noida: Pearson Education.
4. Salvatore, D. (2014), "*International Economics*", Singapore: John Wiley and Sons.

Reference Books

1. Andrew, B.A. and Bernanke, B.S. (2015), "*Macroeconomics*", New Delhi: Pearson Education.
2. Burda, M. and Wyplosz, C. (2013), "*Macroeconomics*", 6th Edition, New Delhi: Oxford University Press.
3. Lipsey, R.G. and Chrystal, A. (2014), "*An introduction to positive Economics*", 13th Edition, UK: Oxford University Press.
4. Sullivan, O., Sheffrin, S. and Perez, S. (2017), "*Macroeconomics Principles Applications and Tools*", 9th Edition, New Delhi: Pearson Education.

Strategic Management

Course Code: CP207 **Course Credit: 3**

Course Objective

This course is offered as a main course in the second semester. The course gives participants a general management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

Course Content

Conceptual Nature and Scope - Definitions of various strategic terms – Strategy, Corporate Strategy, Business Strategy, Operational Strategy Competitive Advantage and generic building blocks, Sustainable Competitive Advantage, Resources, Capabilities, Resource Based View of the Organization, core competency, distinctive competency, Mission, Visions, Goals, Objectives, Business Model Strategy Making Process: cursory concepts.

External Analysis: Strategic Groups, Competitor Analysis: Porter's FFF, EFE (External Factor Analysis) Industry Life Cycle, PESTLED, CPM Matrix (Competitive Profile) Matrix Internal Analysis: Value Chain Concept and Analysis, IFE (Internal Factor Evaluation) Matrix SWOT, TOWS matrix, SPACE matrix.

Competitive positioning and the business model, Competitive positioning and business-level strategy, Competitive positioning: Generic business level strategies, Dynamics of competitive positioning. Strategies in fragmented, embryonic, growth industries, Navigating through life cycle to maturity, Strategy in mature and declining industries, Game Theory Corporate-level Strategy: Horizontal and Vertical Integration, Cooperative Relationships, Strategic Outsourcing, Related and Unrelated Diversification Strategy in the Global Environment: Porter's Diamond, Profitability and profit growth through global expansion, Cost reduction and local responsiveness pressures, choosing a global strategy, Basic entry decisions, Global strategic alliances, Mergers and Acquisitions Strategic Change and Turnaround Strategy: Change Management, Turnaround Strategy. Implementing Strategy through Organizational Design: Controls, Structure, Culture; Building Distinctive Competencies at the functional level implementing strategy in companies operating in single industry, across industries and countries Strategic Audit; Strategy Review, Evaluation and Control – Balanced Score Card.

Text Books

1. Barney, J.A. and Hesterly, W.S. (2010), "*Strategic Management and Competitive Advantage*", 5th Edition, New Delhi: Pearson Education.
2. Pearce, J.A. II, Robinson, R.B. and Mittal, A. (2016), "*Strategic Management: Formulation, Implementation and Control*", 12th Edition, New Delhi: McGraw Hill Education.
3. Thompson, A.A. Jr., Peteraf, M.A., Gamble, J.E., Strickland, A.J. III and Jain, A.K. (2015), "*Crafting and Executing Strategy: The Quest for Competitive Advantage*", 19th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dess, G.G., Lumpkin, G.T., Eisner, A.B., McNamara, G. and Kim, B. (2013), "*Strategic Management: Creating Competitive Advantages*", 6th Edition, New Delhi: McGraw Hill Education.
2. Hill, C.W.L., Schilling, M.A. and Jones, G.R. (2017), "*Strategic Management Theory: An Integrated Approach*", 12th Edition, New Delhi: Cengage Learning.
3. Hitt, M.A., Ireland, R.D., Hoskisson, R.E. and Manikutty, S. (2012), "*Strategic Management: A South Asian Perspective*", 9th Edition, New Delhi: Cengage Learning.

IT Tools for Managers

Course Code: CP208 **Course Credit: 3**

Course Objective

In an increasingly complex world, information technology thinking, understanding, and skill are more important than ever. In this course participants are introduced to the fundamental concepts and with skills for proficiency in information system. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the information and data.

Course Content

Introduction to IT tools and MIS, Systems, data and information and knowledge, Importance of IT tools like spreadsheet, MS-Excel, and MIS in the competitive business environment. Introduction to Information Systems Technology, Basic Excel skills, Using Excel functions and developing Spread Sheep Models. Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Database Management System, Networking, Systems and Application Software, IT's people view, empowering people through information, managing change – the Indian paradigm. managing the digital divide, big data. Decision Making and Types of information systems, Management information systems, transactions processing systems, decisions support systems, expert systems, office automation systems and knowledge-based systems, Structured decision making, unstructured decision making and semi structured decision making, Information Systems Analysis & Design, Stages of SDLC, Feasibility study, systems study and systems design, Resource utilization, implementation, audit, operation, maintenance and modification, Functional Information Systems, Marketing, Finance, HR, Production/Operations information systems, Enterprise Resource Planning, Process Mapping, Implementation Management.

Text Books

1. Albright, C.S., Winston, W.L. and Zappe, C. J (2009), "*Decision Making Using Microsoft Excel*", New Delhi: Cengage Learning.
2. Efraim, T., Dorothy, L., Ephraim, M., and James, W. (2010), "*Information Technology for Management: Transforming Organizations in the Digital Economy*", 7th Edition, New Delhi: John Wiley and Sons.

Reference Books

1. O'Brien, J.A. (2010), "*Management Information Systems: Managing Information Technology in the Business Enterprise*", 7th Edition, New Delhi: McGraw Hill Education.
2. Stair, R. (2008), "*Principles of Information System*", New Delhi: Cengage Learning.
3. Williams, B.K. and Sawyer, S.C. (2012), "*Latest Complete Version Using Information Technology: A Practical Introduction to Computers and Communications*", New Delhi: McGraw Hill Education.

SECOND YEAR
AUTUMN
SEMESTER - III

Business Analytics

Course Code: CP301 **Course Credit: 3**

Course Objective

The course objective is to provide in-depth knowledge of handling data and business analytics tools that can be used for fact-based decision-making.

Course Content

Foundations of Business Analytics: - Introduction to Business Analytics, Analytics on Spreadsheets.

Descriptive Analytics: - Visualizing and Exploring Data, Descriptive Statistical Measures. Predictive Analytics: - Trend lines and Regression Analysis, Forecasting Techniques, Introduction to Data Mining, Visualization, exploration and extracting data summary statistics and their interpretation, important parametric and non-parametric tests for single, two and multiple group comparison.

Prescriptive Analytics: - Linear Optimization, Applications of Linear Optimization. Statistical forecasting techniques, Decomposition model – Estimation of trend, seasonality and cyclical components. Regression based forecasting with trend and seasonality components, Smoothing models for forecasting – moving average, exponential smoothing methods for stationary and non-stationary time series.

The Art of Data Analytics: - R programming as a tool for analytics; Some common analytical tasks; Using R databases and business intelligence systems; Data visualization and exploration; Clustering, segmentation and classification in big data; Simple regression models; Multiple regression; Regression Modelling – fitting, model fit measures, hypothesis testing, prediction and validating model assumptions by residual analysis. Regression model building – Stepwise, forward selection, backward elimination and optimum sub set methods. ROC curves; Logistic regression models; Risk models; High-dimensional regression models; Decision tree and neural network; Association rules for market basket analytics; Data export and output; Optimizing R code.

Decision making with uncertain information, Decision strategies for a minimize objective. Decision strategies for a maximize objective. Risk and variability, Expected value strategy. Decision Tress, Building a decision tree using Excel Tree plan add in. Decision Tree and Monte Carlo simulation. Decision trees and risk. Sensitivity analysis in Decision trees. Value of information. Baye's Rule. Utility and Decision making.

Text Books

1. Evans, J.R. (2017), "*Business Analytics*", 2nd Edition, New Delhi: Pearson Education.
2. Kuruganti, S. nd Basu, H. (2015), "*Business Analytics: Applications to Consumer Marketing*", New Delhi: McGraw Hill Education.
3. Lander, J.P. (2014), "*R for Everyone*", 1st Edition, New Delhi: Pearson Education.

Reference Books

1. Albright, S.C. and Winston, W.L. (2015), "*Business Analytics: Data Analysis & Decision Making*", 5th Edition, New Delhi: Cengage Learning.
2. Camm, J.D. (2015), "*Essentials of Business Analytics*", 1st Edition, New Delhi: Cengage Learning.
3. Prasad, R.N., and Acharya, S. (2015) "*Fundamentals of Business Analytics*", 2nd Edition, New Delhi: John Wiley and Sons.
4. Raj, S. (2015), "*Business Analytics*", 1st Edition, New Delhi: Cengage Learning.

International Economics and Business

Course Code: CP302 **Course Credit: 3**

Course Objective

The basic objective of this course is to develop the capacity of the students to understand the contemporary changes taking place in the International business environment. To achieve this objective the students will be familiarized to develop, extend, and improve the ability to plan and act strategically in an international business environment; to strengthen analytical and decision-making skills in the other functional areas of management in order to become an effective leader in international trade and business.

Course Content

Theories and current practices of international trade; Liberalization: Tariff and Non-tariff barriers; Political Economy of International Trade: Journey from GATT to WTO & beyond; Recent Trends of International Trade and business; Globalization & International Business & forces, Driving the process of Globalization. Real Merchandise Trade and Output Developments, Nominal Trade Developments. Regional Blocks: Regional Integration Agreement (RIAs) and Trade – Economic Effects of RIAs; Trade Creation and Diversion and the Types of RIA; The Proliferation of Regional Preference Systems; India's Regional Integration Agreements; Regional Integration Agreements and Foreign Investment; Making Regionalism Complimentary to Multilateralism: Building Blocks versus Stumbling Blocks. Entry strategy and strategic alliances International Production: An Interdisciplinary Approach; Global Trends in Inter-national Production; Trade in Services: Opportunities and Constraints; Internationalization of Service Firms; Operation Management in International Companies; Global Competitiveness; Internationalization of Technological Innovations; Designing Global Organizational Structure and Control; Global Knowledge Management; Globalization and Human Resource Developments; Multicultural Management; International Marketing; Export Management. India's Foreign Trade; Policy and Trends; Financing on International Trade; Licensing; Joint Ventures; International Capital Flows: Political economy of foreign Direct Investment (FDI) with reference to India ; Global FDI Patterns; FDI Distribution by Regions; Sectoral Analysis of FDI. Foreign Portfolio Investment (FPI), Sovereign Wealth Funds (SWFs); Cross border Mergers and Acquisitions; International Banking and Eurocurrency Market; Strategic Issues in International Management; Global e-business; Balance of Payments; International Monetary Systems; Forex Markets and Risk Management; Corporate Governance; Business Ethics; Corporate Social Responsibility; World Economic Growth and the Environmental Issues; Country Risk Analysis;

Text Books

1. Joshi, R.M. (2009), "*International Business"*, New Delhi: Oxford University Press.
2. Krugman, P.R. and Obstfeld, M. (2015), *"International Economics: Theory and Policy"*, Chennai: Pearson Education.
3. Salvatore, D. (2014), "*International Economics: Trade and Finance"*, ISV: Trade and Finance, 11th Edition, John Wiley and Sons.

Reference Books

1. Daniels, J.D. and Radebaugh, L.H. (2013), *"International Business: Environments & Operations"*, 14th Edition, New Delhi: Pearson Education.
2. Hill, W.L.C. and Jain, A.K. (2008), *"International Business: Competing in the Global Marketplace"*, New Delhi: McGraw Hill Education.
3. Mead, R. (2004), *"International Management: Cross Cultural Dimensions"*, 3rd Edition, New York: John Wiley and Sons.

Supply Chain Management

Course Code: CP303 **Course Credit: 3**

Course Objective

In real terms, competition is no more between products and firms but in fact, it is between supply chain architectures of firms. In other word, supply chain has become a critical strategic weapon to outperform in fiercely global competitive market scenario. Most of the dynamic and forward looking firms from manufacturing sectors all across the world like Dell, Wal-Mart, Procter & Gamble, etc. have articulated their business model around best practices of supply chain management strategically and became capable of reaping its benefits in terms of delivery of superior value to their customers than rivals and have superior return on assets. They have truly become market leaders primarily based on their contemporary and forward thinking on strategic supply chain capabilities whereas followers are still at phases of functional and / or operational benefits. Taking into consideration above facts, this course is designed to address contemporary and strategic perspectives of supply chain in holistic manner which is cross functional in nature and a judicious synchronization of key functional areas of business including strategy, marketing, operation, and information technology directly and finance in terms of output followed by an in-depth understanding of Global Best Practices.

Course Content

Introduction and Strategic Perspectives: Nature and concept of supply chain management; Supply chain linkages, Contemporary issues and challenges of business and supply chain management; Value chain and SCM; Supply chain competency; SCM and differential advantage

Supply Chain Strategic Foundation: Customer value, Customer services and channel strategy; Demand forecasting and management

Supply Chain Strategic Options: Operations strategies (make-to-stock, make-to-order, engineer-to-order; make-and-sell and sense-and-respond framework); Procurement strategies; Sourcing and vendor management strategies; Logistics services outsourcing strategies Supply Chain Strategic Implementation: Value of information, Bullwhip effect and order management; Inventory management; Transportation management; Warehousing management

Supply Chain Strategic Output: Supply chain integration; IT enabled supply chain network, process Supply chain relationships; Supply chain performance scorecard.

Text Books

1. Agrawal, D.K. (2017), *"Supply Chain Management: Strategy, Cases and Best Practices,"* 2nd Edition, New Delhi: Cengage Learning.
2. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. and Shankar, R. (2007), *"Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies,"* 3rd Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chopra, S. and Meindl, P. (2016) *"Supply Chain Management,"* 6th Edition, New Delhi: Pearson Education.
2. Weele, A.J.V. (2014) *"Purchasing and Supply Chain Management: Analysis, Planning And Practice"* 6th Edition, New Delhi: Cengage Learning.

Business Simulation

Course Code: CP304 **Course Credit: 3**

Course Objective

This course combines a case study discussion approach to illustrate general management, strategic management and decision making in business with a hands-on business simulation exercise designed to challenge teams via competitive decision making and management of tradeoffs in a simulated competitive business industry environment.

Course Content

The Capstone Business Simulation, used by more than 100 business schools world-wide including Wharton and Harvard use business simulation as part of the MBA program, will be integrated into the course lectures and discussions (judicious blend of offline and online) and will give students the opportunity to work as teams in making important tradeoffs and decisions regarding marketing, operations, product decision, human resources, logistics, and finance issues in a simulated business environment.

Participants are expected to engage in case analysis and team projects for analysis and discussion of business decisions, issues, and strategic management tradeoffs. The objective is to develop a broad perspective in managerial decisions and an appreciation of economic and social factors that drive modern global organizations. The course consists of a combination of lectures, readings and case studies. Participants are expected to apply concepts and techniques garnered during the course in tackling case study preparation and discussion, team decision making and analysis, and in completing the final examination. Participation in case discussions is a vital element of the course, and will be an important component of the overall performance in the course.

Text Books

1. Law, A.M. (2007), "*Simulation Modelling and Analysis*", 4th Edition, New Delhi: McGraw Hill Education.
2. Law, A.M. and Kelton, W.D. (2014), "Simulation Modeling and Analysis", 5th Edition, New York: McGraw Hill Education.

Reference Books

1. House, W.C. (1977), "*Business Simulation for Decision Making*", California: PBI.
2. Kuruganti, S. nd Basu, H. (2015), "*Business Analytics: Applications to Consumer Marketing*", New Delhi: McGraw Hill Education.
3. Laguna, M. and Marklund, J. (2005), "*Business Process Modelling, Simulation and Design*", US: Prentice Hall.
4. Robert, C.P. and Casella, G. (2004), "*Monte Carlo Statistical Methods*", New Jersey: Springer.

Summer Internship Project

Course Code: CP305 **Course Credit: 3**

Course Objective

The summer internship project is designed to engage the participants in a field experience with an opportunity to share their hands on experiences and corporate insights, to explore the links between participants' academic preparation and their field work, and to assist participants in developing and carrying out the summer project which will serve to culminate their corporate internship experience.

Internships are individualized and tailored to the needs and interests of each participant in the program. As part of the internship experience, participants are expected to take an active role in finding an appropriate internship for themselves.

Course Content

Summer internship project is a three credit (full-time) course in which participants must enroll. Participants must maintain a journal of their daily activities and complete a paper analyzing their organizations' mission, structure, accomplishments, and current projects.

The evaluation for this course will be determined as follows:
Summer Internship Project: 75% on report and 25% on Viva.

Statement on Academic Dishonesty

Academic dishonesty is defined to include any form of cheating and /or plagiarism. Cheating includes, but is not limited to, such acts as stealing or altering testing instruments; falsifying the identity of persons for any academic purpose; offering, giving, or receiving unauthorized assistance on an examination, quiz, or other written or oral material in a course; of falsifying information on any type of academic record. Plagiarism is the presentation of written or oral material in a manner which conceals the true source of documentary material, or the presentation of material which uses hypotheses, conclusions, evidence, data, or the like, in a way that the participant appears to have done work which she did not, in fact, do.

Security Analysis and Portfolio Management

Course Code: FM301 **Course Credit: 3**

Course Objective

The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved. The course is designed with a view to acquaint the students with the working of security market and principles of security analysis and to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Content

Role of Security Markets in Economy, Organization and Mechanics of Indian Security Markets, Various Securities and their Characteristics, Objective of the Security Analysis Functions of an Organized Security Market, Mechanics of Security Trading, Various Types of Security Markets and their Functions, Stock Exchanges, OTCEI, Depository, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market, Risk and Return, Utility Theory, Portfolio Theory, CAPM, APT, Multi-factor Models, Options and Futures, Security Analysis, Fundamental Analysis, Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm, Pricing of Security (IPOs and Seasoned Equity Open), Financial Statement Analysis, Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factors, The Risk Factors, including Internal Risk, Technical Analysis of Security Pricing, Market Efficiency and Behavioral Finance

Portfolio Management, Portfolio Theory, Portfolio Criteria, Efficient Set, Portfolio Selection and Diversification, The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model), Portfolio Management, Portfolio Objective, Size of Portfolio, Selection Basis and Readjustment, Timings of Disinvestment, Market Microstructure.

Text Books

1. Fischer, D.E. and Jordan, R.J. (2009), "*Security Analysis and Portfolio Management*", 6th Edition, New Delhi: Prentice Hall of India.
2. Prasanna, C. (2102), "*Investment Analysis and Portfolio Management*", 4th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Elton, E.J., Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2014), "*Modern Portfolio Theory and Investment Analysis*", 9th Edition, US: Wiley.
2. Marcus, A.J., Mohanty, P., Bodie, Z. and Kane, A. (2009), "*Investments*", 8th Edition, New Delhi: McGraw Hill Education.
3. Reilly, F.K. and Brown, K.C. (2011), "*Investment Analysis and Portfolio Management*", 10th Edition, Cengage Learning.

Corporate Finance

Course Code: FM302 **Course Credit: 3**

Course Objective

This course examines important issues in corporate finance from the perspective of financial managers who are responsible for making significant investment and financing decisions. The concept of net present value, suitably adapted to account for taxes, uncertainty, and strategic concerns, is used to analyze how investment and financing decisions interact to affect the value of the firm.The goal of this course is to develop the analytical skills for making corporate investment with regards to financial decisions and risk analysis.

Course Content

Introduction to Corporate Finance: Finance function and the role of financial manager, impact of corporate governance on financial decision making; the goal of the firm, Financial Statement and financial Cash Flows, Financial statement analysis and financial decisions from the statements.

Valuation and Capital Budgeting: The analysis of discounted Cash Flow Valuation, FCFF evaluation criteria, EV and EVA valuation Making Capital Investment decisions, and mechanics of Interest Rates & Bond Valuation, duration, convexity and term structure of financial assets, Stock Valuation, Risk & Return, Capital Asset & Pricing Model, Cost of Capital &Valuation,

Corporate Financing decision: Financial leverages and capital structure policy, Optimum capital structure: concepts, Limit to the use of debt. Long term financing: Leasing, Capital budgeting impact of inflation and taxes, Valuation and Capital Budgeting for the levered firm, Practical problems in capital budgeting, Capital investment decisions, dividend and other payouts.

Capital Restructuring: Merger, acquisitions, Payoutpolicy, Value based Management, Merger and Market for Corporate Control, Corporate Restructuring, Theories of Mergers, Sell-Offs, and Divestitures and Regulations.

Text Books

1. Damodran, A. (2014), "*Applied Corporate Finance*", 4th Edition, New Delhi: John Wiley and Sons.
2. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K. (2015), "*Corporate Finance*", 10th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Berk, J. and DeMarzo, P. (2017), "*Corporate Finance*", 4th Edition, New Delhi: Pearson Education.
2. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P. (2014), "*Principles of Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.
3. Damodran, A. (2007), "*Corporate Finance: Theory and Practice*", 2nd Edition, New Delhi: John Wiley and Sons.
4. Ross, S.A., Westerfeld, R.W. and Jordan, B.D. (2014), "*Fundamentals of Corporate Finance*", 9th Edition, New Delhi: McGraw Hill Education.

Operations of Banking, Financial Services and Insurance

Course Code: FM303 **Course Credit: 3**

Course Objective

The objective of this course is to nurture the knowledge of operations of BFSI. With the advent of market oriented approach financial sector, mainly banking and Insurance face the challenge to continuously innovate and improve their products and services. This calls for excellence in the performance of operations of BFSI. This course provides detailed understandings of operations' of BFSI. This course designed to assist the students in understanding both the theoretical and practical of operations of BFSI.

Course Content

Introduction to Financials Services: Meaning and concepts of banking, Functions of banks. Study on concepts, purposes and mechanism of Insurance, Principles of insurance, and types of insurance, essential feature of insurance contracts. Credit Management in Banks, Types of credit, Modes of credit delivery– Loan Policy, Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs.

Treasury Management, Objectives of Treasury, structure & Organization, Functions and Responsibility of Treasurer, Cost Centre, Profit Centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS. BASEL Norms - Three pillars of BASEL Norms and Capital for Operational risk, Frame work for risk management, RBI guidelines on risk management , Risk rating and risk pricing , Methods for estimating capital requirements , Credit risk - standardized approach, advanced approach, Credit rating / credit scoring and rating system design. Product development in the life and non-life insurance sectors in India, Insurance Underwriting - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting.

Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement, Insurance and Risk - significance of insurance and risk, Risk Management Process, role of risk evaluation in the process of insurance product formation, principles of insurance pricing and marketing, Elements in Computation of Life Assurance Premium –Mortality, Interest, Expenses, Level Premium System, Calculation of Age, Steps involved in calculation of premium, tools and techniques used in pricing individual life and health insurance.

Text Books

1. Dorfman, M.S. (2012), "*Introduction to Risk Management and Insurance*", 10th Edition, New Delhi: Prentice Hall of India.
2. Indian Institute of Banking and Finance (2017), "*Theory & Practice of Treasury and Risk Management in Banks*", 2nd Edition, New Delhi: Taxmann Publications.
3. Indian Institute of Banking and Finance (2015), "*Insurance Products (Including pension Products)*", New Delhi: Taxmann Publication

Reference Books

1. Desai, V. (2010), "*Banks and Institutional Management*", New Delhi: Himalaya Publication House.
2. Mishra, K. (2010), "*Fundamentals of Life Insurance: Theories and Applications*", New Delhi: Prentice Hall of India.
3. Paul, J. and Padmalath, S. (2010), "*Management of Banking and Financial Services*", 2nd Edition, Pearson Education.
4. Rejda, G. and McNamara, M. (2013), "*Principles of Risk Management and Insurance*", 12th Edition, New Delhi: Pearson - Prentice Hall.

Organization Development Systems

Course Code: HR301 **Course Credit: 3**

Course Objective

Students will learn how to improve individual, group/team and organizational performance through the use of OD techniques or interventions like group dynamics, training, culture change, and work-life balance.

Course Contents

Introduction: Leading Change – Why transformation efforts fail?

Evolution and relevance of OD: Laboratory training background, Action research and survey feedback background, Participative management background, Productivity and quality of work background.

Nature of Planned Change: Theories of planned change, General model of planned change, Types of planned change, designing intervention.

The OD Process: Entering and contracting, Diagnosing organizations, Diagnosing groups and jobs, Collecting and analyzing diagnostic information, Feedback diagnostic information, Designing Interventions.

Human Process Interventions: Executive coaching, Training and development, Team building, Conflict resolution, Improving interpersonal and intergroup relations.

Techno Structural Interventions: Restructuring organization, Employee involvement, Work designs, Responsibility charting.

Human Resource Management Interventions: Performance management, 360 degree feedback, Leadership development, Diversity management, Mentoring programs, Developing and assisting members.

Strategic Interventions: Environmental framework, Competitive and collaborative strategies, Culture change, Learning and knowledge management.

Special Applications of OD: OD in Global Setting, OD in non-industrial setting, Future directions in OD.

Text Books

1. Bhattacharya, D.K. (2014), "*Organization Change and Development*", 1st Edition, New Delhi: Oxford University Press.
2. Cummings, T.G. and Worley, C.G. (2015), "*Organization Development and Change*", 10th Edition, New Delhi: Cengage Learning.

Reference Books

1. Jim Grieves, (2010), "*Organizational Change - Themes and Issues*", New Delhi: Oxford University Press.
2. French, W.L., Bell, C.H. and Zawacki, R.A. (2015), "*Organization Development and Transformation - Managing Effective Change*", New Delhi: McGraw Hill Education.
3. Krishnamacharyulu, C.S.K. and Ramkrishnan, L. (2014), "*Organization Development*", 1st Edition, New Delhi: Prentice Hall of India.

Talent Management

Course Code: HR302 **Course Credit: 3**

Course Objective

The objective of the course is to make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization. Students will develop a conceptual understanding of the management of talents in the competitive environment.

Course Content

Concept, Scope, Models/Approaches, Difference between talents and knowledge, Talent value chain, Elements of talent friendly organizations, Talent management process, Competitive advantage.

Components of TMS, Challenges of TMS, Building blocks of TMS, Role of HR manager, Competency mapping, Process and Methods of competency mapping, Strategic performance appraisal, Designing the TMS.

Talent Planning - Concept, Succession management process, Integrating succession planning and career planning, Designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent.

Potential identification, Coaching, Mentoring, training and development with talent management, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success

Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India

Text Books

1. Berger, L.A. and Berger, D.R. (2010), "*The Talent Management Hand Book*", 2nd Edition, New Delhi: McGraw Hill Education.
2. Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. (2008), "*Human Resource Management: Gaining a Competitive Advantage*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chowdhary, S. (2009), "*The Talent Era*", 1st Edition, New Delhi: Pearson Education.
2. Shukla, R. (2009), "*Talent Management*", 1st Edition, New Delhi: Global India Publications Pvt. Ltd.
3. Snell, S.A. and Bohlander, G.W. (2012), "*Managing Human Resources*", 16th Edition, New Delhi: Cengage Learning.

Industrial Relations

Course Code: HR303 **Course Credit: 3**

Course Objective

The aim of this course is to make participants conversant regarding conflict management in legal perspective and judicial system pertaining to labor management relations. Participants will be familiar with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes. Students will understand the place of industrial relations in society, analyse the effectiveness of the Indian industrial relations system. This course also allows participants to view industrial relations within an international context as well as providing an insight into the workings of the Indian labour market.

Course Content

Definition – Nature - Evolution of IR in India - Context and environment of IR - Three actors and their roles in IR -Approaches to IR and HR Relations - Gandhian approach - Marxian approach and Dunlop's Systems approach. Emerging Trends in IR, Future of IR in India Role of trade unions, Trade union in India, National level federations, Goals and objectives of unions and union leadership, Weaknesses in trade unions, Types of trade unions, Theories of trade unionism, Cross cultural aspects of union management relations, Trade Union Act 1926 - An overview, Union recognition, De –unionization strategies. IR policies: The state and IR policies - Evolution of IR policies - National Commission on Labor and IR policy (1969) - Grievance procedure – discipline - Labor courts - Collective bargaining: concept and development - Industrial unrest in India. Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes - Lockouts - Lay Off-Retrenchment - Unfair Labor Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling.

Industrial Democracy: Concept and scope of industrial democracy, Worker's participation, Objectives for successful participation, Strategy, Practices, Behavioral science contribution and models, Rationale for participation, Issues in participation, Strategies for making participation work and making participation more effective. Labor legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen's Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965. International experiences, Emerging trends and Future role of IR.

Text Books

1. Sinha, P.R.N., Sinha I.B. and Shekhar, S.P. (2013), "Industrial Relations: Trade Unions and Labour Legislation", 2nd Edition, New Delhi: Pearson Education.
2. VenkataRatnam, C.S. and Dhal, M. (2017), "*Industrial Relations*", 2nd Edition, New Delhi: Oxford University Press.

References

1. Bray, M., Deery, S., Walsh, J. and Waring, P. (2011), "*Industrial Relations*", 3rd Edition, New Delhi: McGraw Hill Education.
2. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012), "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi: McGraw Hill Education.
3. Singh, B.D. (2008), "*Industrial Relations and Labour Laws*", 3rd Edition, New Delhi: Excel Books.

Sales and Distribution Management

Course Code: MM301 **Course Credit: 3**

Course Objective

To develop understanding and appreciation of the Sales and Distribution processes in organizations. The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. Since the subject has tremendous application in the practical work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. Though the study is practical in nature, ability of applying the theoretical construct will be one of the key objectives for learning.

Course Content

Sales Management: Concept; Objectives of Sales Management; Buyer-Seller Dyads; Theories of Selling – AIDAS; Right Set of Circumstances Theory; Buying Formula; Behavioural Equation Theory; Personal Selling – Steps; Changing Face of Personal Selling; Diversity of Personal Selling Situation and Formulating Personal Selling Strategy. Sales Force Management: Sales Job Analysis and Preparation of Written Job Descriptions; Recruiting and Selecting Sales Personnel; Compensating and Motivating Sales Personnel; Sales Meetings and Sales Contests; Controlling the Sales Effort – Using Quotes, Sales Territories; Sales Organization Structures.

Distribution: Concept and growing strategic role of distribution in corporate performance, Distribution channel structure and network, distribution channel institutions (wholesaling and retailing, modern retailing formats), Role and Function of marketing intermediaries; marketing channel relationship, Channel dynamics, Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – vertical marketing systems; horizontal marketing systems; Omni channel marketing systems, Channel performance evaluation tools,

IT enabled distribution systems (cybermediary, infomediary, disintermediation, reintemediation, and intermediary empowerment, e-tailing): Channel Conflict and their Management.

Logistics Management as a strategic element of distribution management, total cost approach to logistics, customer services, finished goods inventory management, transportation and fleet management, warehousing and order management, IT and logistics management.

Text Books

1. Agrawal, D.K. (2015), "*Distribution and Logistics Management*", New Delhi: Trinity, Lakshmi Publications.
2. Havaldar, K. and Cavale, V. (2006), "*Sales and Distribution Management: Text and Cases*", 2nd Edition, New Delhi: McGraw Hill Education.
3. Johnson F.M., Kurtz, D.L. and Scheuing, E.E. (2008), "*Sales Management: Concepts, Practice, and Cases*", New Delhi: McGraw-Hill Education.
4. Still, R.R., Cundiff, E.W., Norman, A. and Govoni, A.P. (2012), "*Sales Management: Decisions, Strategies and Cases*", New Delhi: Pearson Education.

Reference Books

1. Churchill, F. and Walker, J.T. (2000), "*Sales Force Management*", New Delhi: McGraw Hill Education.
2. Panda, T.K and Sahadev, S. (2016), "*Sales and Distribution Management*", 2nd Edition, New Delhi: Oxford University Press.
3. Stern, W.L., Adel, I.E. and Coughlan, T.A. (2001), "*Marketing Channels*", New Delhi: Prentice Hall of India.

Consumer Behavior

Course Code: MM302 **Course Credit: 3**

Course Objective

This course is offered as a marketing elective in the third semester. It helps students understand the behavior of consumers before and after purchase. The course helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions.

Course Content

Introduction to consumer behavior: Nature and scope and application Segmentation Application of consumer behavior in marketing, Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques.

Individual determinants: Consumer needs and motivation, Theories of personality and their implication for consumer, Behavior Consumer perception and attitude Theories of learning and communication

Consumer decision processes: Problem recognition Search and evaluation Purchasing processes and post purchase behavior Opinion leadership and its dynamics, Modeling consumer behavior: Economic model-psychoanalytical model, sociological model, Howard Seth model-Nicosia model-Engel Blackwell model, VALS2. Consumers in their social and cultural settings: Group dynamics Reference groups and consumer behavior Influence of family and social class Influence of cultural and cross-cultural aspects of consumer behavior, Motivation – needs - goals- dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioral perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow's hierarchy of needs- Properties of motivation- Three main types of conflicts- Attitudes-definition beliefs- affect behavioral intention-attitude changing strategies- Elaboration Likelihood model and celebrity endorsements.

Consumption and post purchase behavior: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process – Measuring customer satisfaction

Text Books

1. Hawkins, D.I., Motherbaugh, D.L. and Mookerjee, A. (2014), "*Consumer Behavior: Building Marketing Strategy*", New Delhi: McGraw Hill Education.
2. Loudon, D.L. and Bitta, A.J.D. (2014), "*Consumer Behavior*", 14th Edition, New Delhi: McGraw Hill Education.
3. Schiffman, K., Kanuk, L.L. and Kumar, S.R. (2015), "*Consumer Behavior*", 11th Edition, New Delhi: Pearson Education.

Reference Books

1. Chaudhuri, A. (2007), "*Emotion and Reason in Consumer Behavior*", New Delhi: Butterworth-Heinemann.
2. Lindquist, J.D. and Sirgy, M.J. (2009), "*Shopper, Buyer, and Consumer Behavior: Theory and Marketing Applications*", New Delhi: Biztantra Dreamtech Press.
3. Solomon, M.R. (2013), "*Consumer Behavior: Buying, Having, and Being*", 10th Edition, New Delhi: Prentice Hall of India.

Marketing of Services

Course Code: MM303 **Course Credit: 3**

Course Objective

The objective of this course is to acquaint the participants to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

Course Content

Concepts and Issues of Services Marketing, Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of service economy, Factors affecting growth of service sector. Strategic Issues in Services Marketing, The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance, Consumer behavior in service marketing, Segmentation, Targeting, Differentiation and positioning of services. Concept of Service Marketing Mix, Price: pricing concepts and issues in pricing, pricing policy, and pricing approaches, Promotion: internal and external communication and issues in services promotion, Place: service distribution, channel options and service distribution strategy, People: internal marketing and employee motivation, Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process. Managing Service Quality and Service Design, Essentials of a service system, Components of services, Designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management. Application of Services Marketing, Financial services, Hospitality services, Health services, Educational services, and professional services.

Text Books

1. Bateson, J.E.G. and Hoffman, K.D. (2011), "*Services Marketing*", 4th Edition, New Delhi: Cengage Learning.
2. Lovelock, C., Wirtz, J. and Chatterjee, J. (2013), "*Services Marketing: People, Technology and Strategy*", 7th Edition, New Delhi: Pearson Education.
3. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. and Pandit, A. (2014), "*Service Marketing: Integrating Customer Focus Across the Firm*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Mudie, P. and Pirrie, A. (2006), "*Services Marketing Management*", 3rd Edition, New Delhi: Butterworth-Heinemann.
2. Wirtz, J. and Lovelock, C. (2016), "*Services Marketing: People, Technology and Strategy*", 8th Edition, Chennai: World Scientific.

SECOND YEAR
SPRING
SEMESTER - IV

Business Law

Course Code: CP401 **Course Credit: 3**

Course Objective

The present course aims at familiarizing the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge , time tested principles, basic concepts, emerging ideas, evolving theories, latest technique , ever changing procedures & practices in the field of Law in a comprehensive way.

Course Content

Indian Contract Act: Nature of contract, offer and acceptance, capacity of contract, consideration, free consent, valid and void contract, performance and discharge of contracts, remedies in case of breach of contract, quasi contracts. Sales of Goods Act: Sale and agreement to sell; Conditions and Warranties; Doctrine of Caveat Emptor, Transfer of Property, Performance of Sales Contracts, Rights of Unpaid seller, Auction Sale. Constitutional Law (pertaining to business): Constitutional framework of freedom of trade, commerce and intercourse guaranteed to the citizens under Article 19(1)(g) of the constitution of India and permissibility of restrictions on this freedom under Article 19(6) along with the provisions under Articles 301-305. Consumer Protection Act: who is consumer, Consumer complaints- goods and services, unfair and restrictive trade practices, right of consumers, Adjudicatory Bodies – District Forums, State Consumer Disputes Redressal Commission, National Consumer Disputes Redressal Commission – their constitution, powers and procedure; Appeal to Supreme Court. Negotiable Instruments Act: Concept, Kinds, Holder and Holder in due course and negotiability. Company Law: Memorandum and Articles of Association; Doctrine of Ultra Vires; Indoor Management; Prospectus, Shareholders; Board of Directors; Investigation of companies, Share Capital; Protection of Minority Shareholders – Oppression & Mismanagement; Winding up.

Right to Information Act-2005 & Introduction of IPR Laws, Copyrights & Patents Act: Basic concept with latest amendments. Environment Protection Act: Control of Environment, Air and Water Pollution, Central Pollution Control Board, Environment Impact Assessment, Public Liability Insurance; National Environment Tribunal.

Text Books

1. Bhandari, M. (2017), "*Professional Approach to Corporate Laws and Practice*", 24th Edition, New Delhi: Bharat Law House.
2. Reach, L. (2016) "*Business Laws*", 14th Edition, UK: Oxford University Press.
3. Sharma J.P. and Kanojia, S. (2015), "*Business Laws*", 2nd Edition, New Delhi: Ane Books Pvt. Ltd.
4. Singh, A. (2014), "*The Principles of Mercantile Law*", 10th Edition, Lucknow: Eastern Book Company.

Reference Books

1. Durga Das, B. (2015), "*Constitution of India*", 22nd Edition, New Delhi: Prentice Hall of India.
2. Gulshan, S. and Kapoor, G.K. (2017), "*Business Law Including Company Law*", 18th Edition, New Delhi: New Age International (P) Ltd.
3. "*Handbook of Corporate Laws*" (2015), 18th Edition, New Delhi: Bharat Law House.
4. Kapoor, N.D. and Abbi, R. (2012), "*General Laws and Procedure*", 7th Edition, New Delhi: Sultan Chand and Sons.

Project Management

Course Code: CP402 **Course Credit: 3**

Course Objective

This course is designed to educate participants the basic principles of project management. Participants will learn details about the project life cycle, how to identify and schedule project resources, create project flow charts, and produce critical path planning and evaluation reports. Important issues of project selection and team management are also covered. These learning objectives are reinforced by a course project that allows the participant to apply the principles and use the tools they learn. In addition, participants are provided with case studies describing real-world project management problems and their solutions.

Course Content

Definition of project, need for project management, Project life cycle, project stake holders. Defining project scope, establishing project priorities, Work break down structure, Process breakdown structure, and responsibility matrices. Factors influencing the quality of estimates, estimating guidelines for times, costs and resources, Macro and micro estimating, methods for estimating, level of detail, developing budgets, types of costs, refining estimates and contingency fund, selection of project.

Five stage team development model, situational factors affecting team, building high performance project teams, managing virtual project teams.

GANTT Chart, Crashing of Projects, Cost Analysis for Project Crashing.

Risk concept, risk identification, risk assessment, risk response development, contingency planning, contingency funding and time buffers, risk response control, and change control management.

Project progress & performance measurement and evaluation-Structure of a project monitoring information system, project control process, monitoring time performance, need for an integrated information system, Progress monitoring indexes.

Text Books

1. Gray, C.F. and Larson, E.W. (2011), "*Project Management: The Managerial Process*", 5th Edition, New Delhi: McGraw Hill Education.
2. Meredith, J.R. and Mantel, S.J. (2011), "*Project Management: A Managerial Approach*", New Delhi: John Wiley and Sons.
3. Pinto, J.K. (2009), "*Project Management- Achieving Competitive Advantage*", New Delhi: Pearson Education.

Reference Books

1. Kerzner, H. (2013), "*Project Management: A Systems Approach to Planning, Scheduling, and Controlling*", 10th Edition, New Delhi: John Wiley and Sons.
2. Lester, A. (2012), "*Project Management Planning and Control*", New Delhi: Elsevier.

Business Ethics and Corporate Social Responsibility

Course Code: CP403 **Course Credit: 3**

Course Objective

The ultimate aim of the course is to leave students better equipped to identify corporate initiatives in social responsibility and to think critically about the long term impact of those initiatives on the environment, on society and the bottom line of the organization.

Course Contents

Introduction to Ethics and its Applications in Business: Concepts, Role and scope of ethics in business, Morality and moral standards, Moral reasoning for ethics.

Principles of Ethics: Foundation of ethical principles, Utilitarian approach to ethics, Rights and duties, Theories of justice, Ethics of virtues.

Ethics in Functional Areas of Business Management: Marketing and Advertisement, Finance and accounting, Human Resource Management, Production and Operations Management, Computer and information ethics.

Ethical Decision Making in Business: Determinants of ethical decision making, Indian ethos, Josephon's six pillars of character, Stage theory, Constraints in ethical decision making, Ethical tests to ensure good decisions.

Corporate Social Responsibility (CSR): Definitions, principles and strategies; Models of CSR, Corporate stakeholders and responsibilities to them.

Creating CSR Framework: Creation of strategy – Risk analysis, Building trust, Creation of a corporate culture; Framework for rating CSR.

Sustainability: Meaning, scope and terminologies, Triple bottom line, Corporate sustainability reporting frameworks – National voluntary guidelines, Carbon trading and Kyoto Protocol to reduce collective emissions of greenhouse gases.

Future Trends in CSR: Global CSR, Dynamics of modern business, Public-private partnership, Business and special cause sponsorship, CSR practices of Indian companies.

Text Books

1. Chatterjee, M. (2016), "*Corporate Social Responsibility*", 1st Edition, New Delhi: Oxford University Press.
2. Ghosh B.N. (2015), "*Business Ethics and Corporate Governance*", 1st Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Albuquerque, D. (2017), "*Business Ethics – Principles and Practices*", 1st Edition, New Delhi: Oxford University Press.
2. Chakraborty, S.K. (2002), "*The Management and Ethics Omnibus*", 2nd Edition, New Delhi: Oxford University Press.
3. Mandal, S.K. (2013), "*Ethics in Business and Corporate Governance*", 2nd Edition, New Delhi: McGraw Hill Education.
4. Tricker, B. (2015), "*Corporate Governance – Principles, Policies, and Practices*", 1st Edition, New Delhi: Oxford University Press.

Dissertation Project

Course Code: CP404 **Course Credit: 3**

Course Objective

To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity. To provide means to immerse students in actual supervised professional experiences. Participants will gain in-depth understanding and insights in specific management areas of mutual interests with the help of faculty.

Course Contents

The student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies and one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.

The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide.

Financial Derivatives and Risk Management

Course Code: FM401 **Course Credit: 3**

Course Objective

The course objective is to develop an understanding of the underlying concepts, strategies and issued involved in risk management. This course will provide the skills to identify and measure risks, quantify risks and create risk response strategies to deliver decisions that meet stakeholder expectations. The course will also acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Content

Introduction to Derivatives & Risk Management: Forwards, futures, options, bonds, swaps and other derivative instruments. Investors and risk management, profitable side of risk management; Risk management process – Risk models.

Derivatives: Forwards and Futures- Theory of futures trading, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate. Hedging strategies using futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures.

Derivatives: Option- Basic Option Pricing: European options, American options, forward-spot parity, put call parity, the binomial option-pricing model, Construction of option strategies in various market situations and their pay off.

Advance option strategies: - Lognormal distribution, modelling option prices. Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, Extensions of Black and Scholes formula and Greek symbols.

Hybrid Derivatives: - Swaps Transactions: Interest rate swaps, currency swaps, Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps.

Enterprise Risk Management: - Firm wide approach to risk management – measuring risks for corporations, the maturity model, Value at risk – Var models.

Text Books

1. Das, S. and Sundaram, R. (2013), "*Derivatives Principles and Practice*", 1st Edition, New Delhi: McGraw Hill Education.
2. Hull, J.C. and Basu, S. (2017), "*Options, Futures, and Other Derivatives*", 9th Edition, New Delhi: Prentice Hall of India.

Reference Books

1. Bhalla, V.K. (2001), "*Financial Derivatives: Risk Management*", 1st Edition, New Delhi: S. Chand and Company Private Ltd.
2. Chance, D.M. and Brooks, R. (2014), "*Derivatives and Risk Management*", 10th Edition, USA: Cengage Learning.
3. Somanathan, T.V. and Nageswaran, A.V. (2015), "*The Economics of Derivatives*", New Delhi: Cambridge University Press.
4. Stiltz, R.M. (2003), "*Risk Management and Derivatives*", New Delhi: Thomson, South Western.

Corporate Taxation

Course Code: FM402 **Course Credit: 3**

Course Objective

To acquaint with basic principles of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices in India. To familiarize with practical aspects of tax planning for important managerial decision-making process. To bring up-to-date the participants on current topics/debatable issues involving direct and indirect taxation.

Course Content

Introduction of Taxation Management – Concept of Direct and Indirect Tax Law, Finance Act, Types of Assesse, Rates of Taxes Applicable to Different Types of Taxpayers.

Direct Tax: Basic Information and Computation of Income from Salary, Income form House Property, Income for Business and Profession, Income from Capital Gain and Income from Other Sources. Computation of Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

Tax Planning for Individual, Firms, HUFs and AOPs- partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms' book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons. Indirect Tax - Good and Service Tax (GST): Basic Concept, GST Council, and Registration, GST Laws: The Central Goods and Service Tax, The State Goods and Service Tax, Integrated Goods and Service Tax and Union Territory Goods and Service Tax. Computation of Tax, Tax Filling, Tax Planning with Reference to Nature of Business - Tax Provisions for Certain Types of Businesses, Businesses given Special Tax Treatment, Tax Provisions for Offshore Banking Units and Special Tax Zones.

Text Books

1. Ahuja, G. and Gupta, R. (2017), "*Practical Approach to Direct and Indirect Taxes - Problems and Solutions*", New Delhi: Bharat Law House Pvt. Ltd.
2. Singhania, N. and Singhania, A. (2017), "*Corporate Tax Planning & Business Tax Procedures with Case Studies*", New Delhi: Taxmann.

Reference Books

1. Ahuja, G. and Gupta, R. (2017), "*Simplified Approach to corporate tax planning and management*", New Delhi: Bharat Law House Pvt. Ltd.
2. Datta, B.C. (2017), "*Laymen's Guide to GST*", New Delhi: Taxmann.
3. Kreps, D.M. (2004), "*Microeconomics for Managers*", New Delhi: W.W. Norton and Company.
4. Mehrotra H.C. (2017), "*Income Tax Law and Accounts*", Agra: Sahitya Bhawan.

Financial Modelling

Course Code: FM403 **Course Credit: 3**

Course Objective

Modelling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives valuation, project evaluation, deal structuring, portfolio management and the like. In this course, students will learn the financial model building skills with the help of excel and VBA.

Course Content

Understanding Advanced Features of Excel: - Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox

Understanding Finance Functions in Excel: - Creating Dynamic Models, Sensitivity Analysis using Excel, Scenario Manager, Other Sensitivity Analysis Features.

Simulation using Excel: - Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular distribution, Building Models in Finance using Simulation.

Accounting in Excel: - Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analyzing Financial Statements by using Spreadsheet Model.

Valuation in Excel: - Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation, Financial Model building.

Understanding Subroutines and Functions and building simple financial models using subroutines and functions:-Recording and Editing Macros, Subroutines and Functions, Decision Rules, Message Box and Input Box, Debugging.

Designing Advanced Financial Models using VBA:- User Forms, Other Advanced Features and Actual Model Building.

Text Books

1. Sengupta, C. (2013), "*Financial Analysis and Modelling Using Excel and VBA*", 2nd Edition, New Delhi: John Wiley and Sons India.
2. Tjia, J. (2004), "*Building Financial Models*", New Delhi: McGraw Hill Education.

Reference Books

1. Benninga, S. (2014), "*Financial Modelling*", 4th Edition, New Delhi: MIT Press.
2. Day, A. (2012), "*Mastering Financial Modelling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance (The Mastering Series)*", 3rd Edition, New Delhi: Prentice Hall of India.

Human Resource Development Systems

Course Code: HR401 **Course Credit: 3**

Course Objective

The aim of this course is to facilitate the learning concepts and practices related to HRD. This course will elaborate on the purposes and advantages of needs assessments. Identify the attributes (all the way through to evaluation) of different kinds of HRD programs as studied in the text- orientation, skills and technical training, coaching and performance management, employee counseling and wellness services, career management and development, and describe organization development and change in relation to models of change, OD theories.

Course Content

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure.

Training and Development: Need Assessment Process, Systematic approach to need assessment, Designing, Transfer of learning, Evaluating training program, Special issues in training and development, Management Development and Organizational Goals, Trends in management education.

Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. Career Management and Development: Definition, Models, Issues affecting career management. Organization Development-: Definition, Theories and concepts in OD, Roles & Strategies, Change Management.

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures.

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD.

Text Books

1. Haldar, U.K. (2009), "*Human Resource Development*", 1st Edition, New Delhi: Oxford University Press.
2. Lynton, R.P. and Pareek, U. (2011), "*Training for Development*", 3rd Edition, New Delhi: Sage Publications.
3. Werner, J. and Desimone, R. (2012), "*Human Resource Development*", 6th Edition, New Delhi: South-Western Cengage Learning.

Reference Books

1. Agochiya, D. (2009) "*Every Trainer's Handbook*", 2nd Edition, New Delhi: Sage Publication.
2. Blanchard, P.N., Thacker, J.W. and Ram, V.A. (2010), "*Effective Training: Systems, Strategies and Practices*", New Delhi: Pearson Education.
3. Noe, R. (2010), "*Employee Training and Development*", 5th Edition, New Delhi: McGraw Hill Education.
4. Pareek, U. and Rao, T.V. (2006), "*Designing and Managing Human Resource System*", 3rd Edition, New Delhi: Oxford and IBH Publishing Company.
5. Rao, T.V. (2003), "*Human Resource Development: Experience Interventions and Strategies*", New Delhi: Sage Publication.

Performance Management System

Course Code: HR402 **Course Credit: 3**

Course Objective

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Contents

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes.

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application.

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal.

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support. Methods of Performance Appraisal: Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal.

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team.

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system.

Reward Systems and Legal Issues: Significance of reward in PM, Components of reward system, Linkage of PM to compensation systems, Legal issues associated with PM.

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM.

Text Books

1. Aguinis, H. (2013), "*Performance Management*", 3rd Edition, New Delhi: Pearson Education.
2. Bhattacharyya, D.K. (2011), "Performance Management Systems and Strategies", 1st Edition, New Delhi: Pearson Education.
3. Kandula, S.R. (2007), "*Performance Management: Strategies, Interventions, Drivers*", New Delhi: Prentice Hall of India.
4. Rao, T.V. (2016), "*Performance Management - Towards Organizational Excellence*", 2nd Edition, New Delhi: Sage Publishing.

Reference Books

1. Armstrong, M. (2010), "*Armstrong's Handbook of Performance Management*", New Delhi: Kogan Page India.
2. Bagchi, S.N. (2013), "*Performance Management*", 2nd Edition, New Delhi: Cengage Learning.
3. Kohli, A.S. and Deb, T. (2008), "*Performance Management*", 1st Edition, New Delhi: Oxford University Press.

Compensation Management

Course Code: HR403 **Course Credit: 3**

Course Objective

The course aims to equip students to effectively design compensation structure for overall organizational effectiveness as the new generation of HR professional need to master all these areas to render meaningful support to organizations, reducing their dependency on outside consultants.

Course Contents

Introduction to Compensation Management: Concept of compensation, Objectives of Compensation System, Intrinsic and Extrinsic Compensation, Strategic Compensation, Strategic Vs. Tactical Compensation Decision.

Bases for Pay: Traditional bases for pay – Human Capital theory, Seniority and longevity pay, Merit pay, Linking performance appraisal with merit pay; Person-Focused Pay – Competency-Based, Pay-for-Knowledge, and Skill-Based pay.

Components of Compensation I: Core compensation: Base pay, Cost- of – living adjustment (DA), Bonus.

Components of Compensation II: Fringe compensation: Benefit policies, Statutory benefits – Gratuity, Provident fund, Employees' State Insurance, Employees' Compensation Act, Pension schemes; Discretionary benefits - Personal security, Financial assistance and Personal needs, Flexible benefits- Company cars, Holidays, Pensions, Insurance etc.

Contextual Influences on Compensation Practice: Prevailing wage laws, Labor unions as contextual influences, Inter industry, Wage differentials/ Compensation differentials. Job Evaluation: Concept of job evaluation, various kinds of job evaluation plans.

Surveying Market pay and Compensation Practices: Need and purpose of the survey, Designing a Survey, Types of Survey - Custom developed surveys and published compensation data surveys.

Designing Compensation Structure: Compensation designing process - Define a pay grade and develop a pay structure, Base pay and other compensation components for a team, Pay structure variations- broad banding and two- tier base plan.

International Compensation: International compensation programs, Expatriates Components of international programs, Main components - Setting expatriates base pay and Incentive compensation.

New Approaches: Variable performance linked pay (VPLP), Employee stock option plan, EVA, Cafeteria style of compensation.

Text Books

1. Bhattacharyya, D.K. (2015), "*Compensation Management*", 2nd Edition, New Delhi: Oxford University Press.
2. Martocchio, J.J. (2014), "*Strategic Compensation- A Human Resource Management Approach*", 7th Edition, New Delhi: Pearson Education.

Reference Books

1. Henderson, R.I. (2012), "*Compensation Management in Knowledge based World*", 10th Edition, New Delhi: Pearson Education.
2. Milkovich, G.T., Newman, J.M. and Venkat Ratnam, C.S. (2017), "*Compensation*", 12th Edition, New Delhi: McGraw Hill Education.

Strategic Brand Management

Course Code: MM401 **Course Credit: 3**

Course Objective

This course aims to develop students' understanding of the importance of brand equity as well as how to build, measure, and manage brand equity. It will cover topics in the utilities of branding, steps/process of building brands, methods of measuring brand equity, ways to leverage brand equity, strategies in managing brand portfolios, and management of brands over time, geographic boundaries, and market segments.

Course Content

Understanding the role of the Brand Manager, how it has evolved over time, key variables to be managed and the key deliverables. Brand and Brand Management: Commodities Vs Brands, The role of brands, Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, General Management success and Brand success, Understanding the impact technology has had on the marketing landscape and the way the management of a brand is progressively being shaped by a new and active participant – the consumer. The brand equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image. Brand Vision, Brand Objectives. Choosing brand Elements, Brand Leveraging and Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement., Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing and Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Rejuvenation and Re-launch, Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation, Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis. Define public relations, Identify the differences among advertising, publicity, press agency and PR. PR & its role in organizations. Examine the different publics of an organization.

Text Books

1. Aaker, D.A. (1996), "*Building Strong Brands*", New Delhi: Free Press.
2. Kapferer, J.N. (2012), "*The New Strategic Brand Management: Advanced Insights and Strategic Thinking*", 5th Edition, New Delhi: Kogan Page.
3. Keller, K.L., Parameswaran, M.G. and Jacob, I. (2013), "*Strategic Brand Management: Building, Measuring and Managing Brand Equity*", 3rd Edition, New Delhi: Pearson Education.
4. Richard, E. and Percy, L. (2007), "Strategic Brand Management", New Delhi: Oxford University Press.

Reference Books

1. Keller, K.L. (2008), "*Best Practice Cases in Branding: Lessons from the World's Strongest Brands*", 3rd Edition, New Delhi: Pearson Education.
2. Moorthi, Y.L.R. (2012), "*Brand Management*", 2nd Edition, New Delhi: S. Chand and Sons.
3. Sengupta, S. (2005), "*Brand Positioning: Strategies for Competitive Advantage*", 2nd Edition, New Delhi: McGraw Hill Education.

Integrated Marketing Communications

Course Code: MM402 **Course Credit: 3**

Course Objective

The objective of the course is to help students look at marketing communications with a holistic approach and to understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning.

Course Content

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, and Challenges in IMC.

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Types of advertising, advertising appropriation, advertising campaigns Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organization, Remuneration, client agency relationship, account Planning; Management of Advertising Agencies,

Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising.

Message Design-The Creative concept development; the creative processes of the different forms of IMC; Communication Models with reference to Advertising AIDA, Hierarchy of effects, Innovation, Adoption. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting, Role of Creativity in Copywriting.

Media Management - Media Types and their characteristics; Setting Media objectives; Media planning; Media Strategy; Media buying; and media research.

Emerging Concepts and Issues in Marketing Communications, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication. Corporate Communication, Public Relations – Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management.

Text Books

1. Clow, K.E. and Baack, D.E. (2016), "*Integrated Advertising, Promotion, and Marketing Communications*", 7th Edition, New Delhi: Pearson Education.
2. Shah, K. and D'Souza, A. (2009), "*Advertising and Promotions an IMC Perspective*", New Delhi: McGraw Hill Education.

Reference Books

1. Belch, G. and Belch, M. (2016), "*Advertising and Promotions: An Integrated Marketing Approach*", New Delhi: McGraw Hill Education.
2. Lane, R., King, K. and Russell, T. (2009), "*Kleppner's Advertising Procedure*", US: Pearson Education.
3. Percy, L. (2014), "*Strategic Integrated Marketing Communications*", 2nd Edition, New Delhi: Routledge.
4. Shimp, T.A. and Andrews, A.J.C. (2013), "*Advertising Promotion and Other Aspects of Integrated Marketing Communications*", 9th Edition, Cengage Learning.

Digital Marketing

Course Code: MM403 **Course Credit: 3**

Course Objective

Digital marketing course has been designed in such a way as it helps the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. Developing a successful digital marketing model is both an art and science. It involves the in depth knowledge of what is in the model, utilizing the right resources and collaborating marketing skills. Students get an opportunity to develop core business skills and competencies in various functional areas related to digital marketing; this would enable them to handle issues involving cross functional areas.

Course Content

Now and before of digital marketing - digital marketing for the 21st century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog.

Digital Marketing Management : Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process, Strategic web marketing plan, Budgeting, Channel. Online Reputation Management: Tools to monitor online brand reputation, Communication online best practices, online press releases, online newspaper, magazine ads, Google, Yahoo news. Search engine optimization marketing, online advertisement, Affiliate, Social media, Analytics. Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices. Introduction to social media, Examples and Uses of social media, How companies use social media, Impact of social media in search Benefits of social media: Case studies of social media, SEO for social media, How to get started in social media. Social media profile creation and optimization. Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience Effective Ads: Calculating ROI, Budget, Blogging for businesses Creative's & Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation. How Face book advertisement works: The 3 R's – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Face book Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions You Tube: You Tube branding, You Tube Ads, Getting started guide.

Text Books

1. Chaffey, D., Ellis-Chadwick, E., Johnston, K. and Mayer, R. (2000) "*Internet Marketing: Strategy, Implementation and Practice*", UK: Pearson Education.
2. Gay, Richard; Charlesworth, Alan and Esen, Rita (2007) "*Online Marketing: A Customer-led Approach*", New Delhi: Oxford University Press.

Reference Books

1. Afuah, A.N. and Tucci, C. (2003) "*Internet- Business Models and Strategies: Text and Cases*", 2nd Edition, New York: McGraw Hill Education.
2. Ahuja, V. (2016), "*Digital Marketing*", New Delhi: Oxford University Press.

SESSION

2018-2019

Syllabus

Bachelor of Commerce (Honours)
(w.e.f. 2018)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

REVISED

Bachelor of Commerce (Honours)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

Objective:

The undergraduate programme in commerce is structured to impart analytical skills and intellectual advancement to understand the complexities in the working of the present scenario. It seeks to expose the students to various concepts in economics, finance, accounts and research and encourage them to uphold logical integrity and objectivity in professional endeavours. The course provides a sound theoretical basis in finance and accounts theory supplemented by practical applications of theories. The course in statistics and business mathematics is developed to enable the students to lay a strong foundation in those areas of research that is frequently used to understand the various concepts of finance and accounting theory. The objective of statistics course is to cultivate statistical thinking among students by acquainting them with various statistical methods and their application in different fields of commerce.

The first batch of the programme in MUST is proposed to be admitted in the session 2017-2018.

Input Qualification:

Candidate should have passed 10+2 from a recognized board with at least 50% marks and having proficiency in English.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

B. Com. (Hons.)
Three-Year Programme
Academic Curriculum (2018-19 onwards)
First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Autumn Semester	**Core Courses**										
	BC 111	Financial Accounting	3	-	-	3	3	15	10	25	50
	BC 121	Business Laws	3	-	-	3	3	15	10	25	50
	BC 131	Business Statistics	3	-	-	3	3	15	10	25	50
	BC 141	Management Principles & Applications	3	-	-	3	3	15	10	25	50
	Ability Enhancement Compulsory Courses										
	MDC 003	Environmental Studies	3	1	-	4	3	15	10	25	50
	Generic Course										
	BC 151	Microeconomics	3	-	-	3	3	15	10	25	50
		Sub Total	**18**	**1**	**-**	**19**					
	GE 103	Proficiency (Non-Credit) #				1					

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Spring Semester	**Core Courses**										
	BC 112	Organisational Behaviour	3	-	-	3	3	15	10	25	50
	BC 122	Corporate Laws	3	-	-	3	3	15	10	25	50
	BC 132	Advanced Financial Accounting	3	-	-	3	3	15	10	25	50
	BC 142	Advanced Business Statistics	3	-	-	3	3	15	10	25	50
	Ability Enhancement Compulsory Courses										
	BC 152	Business Communication	3	-	-	3	3	15	10	25	50
	Generic Course										
	BC 162	Macroeconomics	3	-	-	3	3	15	10	25	50
		Sub Total	**18**	**-**	**-**	**18**					
	GE 104	Proficiency (Non-Credit) #				1					

B. Com. (Hons.)
Three-Year Programme
Academic Curriculum (2018-19 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Autumn Semester	**Core Courses**										
	BC 211	Income Tax Laws	4	-	-	4	3	15	10	25	50
	BC 221	Business Mathematics	4	-	-	4	3	15	10	25	50
	BC 231	Human Resource Management	3	-	-	3	3	15	10	25	50
	BC 241	Cost Accounting	3	-	-	3	3	15	10	25	50
	Skill Enhancement Compulsory Courses										
		Foreign Language-I[#]	3	-	-	3	3	15	10	25	50
		Mody University Elective	3	-	-	3	3	20	-	-	80
	Generic Course										
	BC 251	Principles of Insurance	3	-	-	3	3	15	10	25	50
		Sub Total	**23**	**0**	**0**	**23**					
	GE 203	Proficiency (Non-Credit) [#]				1					

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Spring Semester	**Core Courses**										
	BC 212	Indirect Tax Laws	3	-	-	3	3	15	10	25	50
	BC 222	Corporate Accounting	4	-	-	4	3	15	10	25	50
	BC 232	Management Accounting	3	-	-	3	3	15	10	25	50
	BC 242	Computer Applications in Business	3	-	-	3	3	15	10	25	50
	Skill Enhancement Course										
		Foreign Language-II[#]	3	-	-	3	3	15	10	25	50
		Mody University Elective	3	-	-	3	3	20	-	-	80
	Generic Course										
	BC 252	Investing in Stock Markets	3	-	-	3	3	15	10	25	50
		Sub Total	**22**	**0**	**0**	**22**					
	GE 204	Proficiency (Non-Credit) [#]				1					

B. Com. (Hons.)
Three-Year Programme
Academic Curriculum (2018-19 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Autumn Semester	BC 311	Principles of Marketing	3	-	-	3	3	15	10	25	50
	BC 321	Financial Management	3	-	-	3	3	15	10	25	50
	BC 331	Industrial Laws	3	-	-	3	3	15	10	25	50
	BC 341	Financial Markets, Institutions and Services	3	-	-	3	3	15	10	25	50
	BC 351	Operation research	4	-	-	4	3	15	10	25	50
	BC 361	Entrepreneurship	3	-	-	3		15	10	25	50
		Sub Total	**19**	**-**	**-**	**19**					
	GE 303	Proficiency (Non-Credit) #				1					

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Spring Semester	BC 312	Auditing and Assurance	3	-	-	3	3	15	10	25	50
	BC 322	Financial Analysis and Reporting	3	-	-	3	3	15	10	25	50
	BC 332	Business Ethics & Corporate Governance	3	-	-	3	3	15	10	25	50
	BC 342	Fundamentals of Investment	3	-	-	3	3	15	10	25	50
	BC 352	Project Management	3	-	-	3	3	15	10	25	50
	BC 362	**Dissertation** **	-	-	-	6	3				100
		Sub Total	**15**	**-**	**-**	**21**					
		Total Credits	**115**	**1**	**-**	**122**					
	GE 306	Proficiency (Non-Credit) #				1					

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE*** *: End Term Examination*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***Evaluation of Dissertation would comprise of Report and Viva-voce.*

FIRST YEAR
AUTUMN SEMESTER
(Semester – I)

BC 111 **Financial Accounting** **3-0-0-3**

Course Objective

To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only). [12]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers. [08]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance. [08]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment. [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 121 **Business Laws** **3-0-0-3**

Course Objective

The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.

Course Content

The Indian Contract Act, 1872: Contract – meaning, characteristics and kinds; Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects; Void agreements; Discharge of contract – modes of discharge including breach and its remedies; Contingent contracts; Quasi – contracts; Contract of Indemnity and Guarantee; Contract of Bailment; Contract. [14]

The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell; Conditions and warranties; Transfer of ownership in goods including sale by non-owners; Performance of contract of sale; Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer. [06]

The Limited Liability Partnership Act, 2008: Salient Features of LLP; Difference between LLP and Partnership, LLP and Company; LLP Agreement; Nature of LLP; Partners and Designated Partners; Incorporation Document; Incorporation by Registration, Registered office of LLP and change therein; Change of name; Partners and their Relations; Extent and limitation of liability of LLP and partners; Whistle blowing; Taxation of LLP; Conversion of LLP; Winding up and dissolution. [12]

The Information Technology Act 2000: Definitions under the Act; Digital signature; Electronic governance; Attribution, acknowledgement and dispatch of electronic records; Regulation of certifying authorities; Digital signatures certificates; Duties of subscribers; Penalties and adjudication; Appellate Tribunal; Offences. [07]

Text Books

1. Tulsian, P.C, "*Business Law"*, McGraw Hill, New Delhi.
2. Lee Reach, "*Business Laws"*, Oxford University Press, UK.

References:

1. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
2. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.
3. Kuchhal. M.C., "*Business Law*", Vikas Publishing House, New Delhi
4. *Information Technology Rules 2000 with Information Technology Act 2000,* Taxmann Publications Pvt. Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BC 131 **Business Statistics** **3-0-0-3**

Course Objective

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making.

Course Content

Introduction to Statistics: Meaning, Definition, Scope, uses and limitations of statistics, Collection of primary and secondary data, Classification and tabulation of data, Graphs of frequency distribution and Curves. **Measures of Central Tendency** - arithmetic mean, geometric mean and harmonic mean. Median and Mode (and other partition values including quartiles, deciles, and percentiles). [10]

Measures of Dispersion: absolute and relative, Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance. **Moments** - Calculation and significance,Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis. [09]

Correlation Analysis - Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; Rank Correlation **Regression Analysis** - Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression. [13]

Index Numbers: Meaning and uses of index numbers. Construction of index numbers: fixed and chain base: univariate and composite. Aggregative and average of relatives – simple and weighted, Tests of adequacy of index numbers, Base shifting, splicing and deflating, Problems in the construction of index numbers, Construction of consumer price indices. Important share price indices, including BSE SENSEX and NSE NIFTY [07]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hill New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods"*, Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business"*, Cengage Learning.

Note: Latest edition of text book and references must be used.

BC 141 **Management Principles & Applications** **3-0-0-3**

Course Objective

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Content

Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management. [08]

Planning: Types of Plan, Objectives of Planning, Planning process, SWOT, **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making. [12]

Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing. [12]

Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control. [07]

Text Books

1. Koontz, H. and Weihrich, H. *Essentials of Management*, Pearson Education.
2. Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi

References:

1. Luthans, F., "*Introduction to Management",* McGraw Hill.
2. Robbins, S. and Coulter, M.*Management*, Pearson Education.
3. Drucker P. F., *Practice of Management*, Mercury Books, London.
4. Griffin, R.W.,*Management Principles and Application*, Cengage Learning
5. Louis, A.Allen: Management and Organization; Mc Graw Hill, Tokyo.

Note: Latest edition of text book and references must be used.

MDC 003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:

i) Cultural Basics of our Environmental Crisis:
ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:

i) What has posterity ever done for me?
ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides.

Suggested Case Studies:

i) The tragedy of commons:
ii) We all live in Bhopal
iii) The Silent Spring; [06]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer

depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply

[06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.
Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it. [06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
e. **Judicial activism** [11]

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district [04]

Text Books

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001)
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004)

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015)
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986)
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973)
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987)
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992)
7. Lester Brown, Christofer Favin, Sandra Postel, Vision of a Sustainable World, The Worldwatch Reader, Ed Lester R. Brown New York (1991)
8. W.P. Pruden and S.H. Anderson, Environmental Sciences, Charles. E., Meredith Publication, NY, USA(1983)

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

BC 151 **Microeconomics** **3-0-0-3**

Course Objective

To acquaint the students with the concepts of microeconomics dealing with consumer behaviour and producer behaviour and also understand the behaviour of firms under different market structures.

Course Content

Consumer Behaviour and Elasticity of Demand: Basic demand and supply analysis; Elasticity of demand: price, income and cross elasticity, point elasticity and arc elasticity, marginal revenue, average revenue and price elasticity of demand; Ordinal utility analysis of consumer behaviour: Budget line and indifference curve, consumer equilibrium. Income consumption curve and Engel curve, Price consumption curve and derivation of demand curve, Income and Substitution Effects of a price change; Consumers' Surplus; Revealed Preference theory. [08]

Production and Cost: Total, average and marginal product curves, Three stages of production, Production isoquants, marginal rate of technical substitution, economic region of production, Isocost lines, optimal combination of resources, the expansion path, returns to scale; **Cost of Production** - Concept of explicit costs, implicit costs and opportunity costs of production, derivation of short run and long run cost curves. Economies and Diseconomies of scale and the shape to the long run average cost. Learning curve and economies of scope. [12]

Perfect Competition: Assumptions, Equilibrium of the firm and the industry in the short run, Supply curve of firm and industry in the long run. Consumers' and Producers' Surplus and the efficiency of perfect competition. Welfare effects of an excise tax. [06]

Imperfect Competition: Monopolistic competition - price and output decision in the short run and long run, monopolistic competition and economic efficiency.

Monopoly: Monopoly short run and long run equilibrium. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. Comparison of pure competition and monopoly and the social costs of monopoly power including deadweight loss. Degree of price discrimination.

Oligopoly and Interdependence: Cournot's duopoly model (with reaction curves), kinked demand curve model, dominant firm price-leadership model, centralized cartels. Prisoners' Dilemma. [13]

Text Books

1. Dwivedi, D. N., "*Principles of Economics*", Vikas Publishing House New Delhi.
2. Deepashree, "*Microeconomics-Theory & Applications"*, Mc Graw Hill, New Delhi.

References:

1. Salvatore, Dominick, "*Principles of Microeconomics"*, Oxford International Student Edition.
2. Gould, J.P., and Lazear, E.P., "*Microeconomic Theory"*, All India Traveller Bookseller, New Delhi.
3. Pindyck, R.S., D. L. Rubinfeld and Mehta, P. L., "*Microeconomics"*, Pearson Education.
4. Koutsoyiannis A., "*Modern micro-economics*", Macmillan New Delhi.
5. Stigler, G., "*The Theory of price*", Prentice Hall Of India, New Delhi.
6. Jhingan M.L., "*Micro Economic Theory*", Vrinda Publications Pvt. Ltd., Delhi.

Note: Latest edition of text book and references must be used.

FIRST YEAR
SPRING SEMESTER
(Semester – II)

Organisational Behaviour 3-0-0-3

BC 112

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content

Introduction: Organisational Theories - Classical, Neo-classical and Contemporary. Organisational Behaviour: concepts, determinants, challenges and Formal and Informal structures; Flat and Tall structures. Opportunities of OB. Contributing disciplines of OB. Organizational Behaviour Models. **Individual Behaviour:** Personality- Type A and B, Big Five personality types, Factors influencing personality; **Values and Attitudes**- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes, measurement of attitude; **Learning** - Concept and Learning theories and reinforcement, Schedules of reinforcement; **Perception and Emotions**- Concept, Perceptual process, Importance, Factors influencing perception, perceptual errors and distortions, Emotional Intelligence. [15]

Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making. Nominal group technique and Delphi technique. Communication and Feedback, Models of Communication. Transactional Analysis, Johari Window. [05]

Motivation: Meaning and Importance of motivation, Theories- Vroom's Valence - Expectancy Theory, Intrinsic motivation by Ken Thomas .Behaviour modification, Motivation and organisational effectiveness, Measurement of motivation using standard questionnaire; **Leadership, Power and Conflict:** Concept and theories, Styles of leadership, Behavioural approach, Situational approach, Leadership effectiveness. Power and conflict. Bases of power, power tactics; Sources of conflict, Conflict Resolution Strategies. [11]

Dynamics of Organisational Behaviour: Organisational Culture and climate- Concept and determinants of organisational culture. Developing Organizational culture. Organisational change- Importance, Stability vs. Change, Proactive vs Reaction Change, Change Process, Managing Change. Individual and organisational factors to stress; Work Stressors, Consequences of stress on individual and organization; Prevention and Management of stress. [08]

Text Books

1. Stephen P. Robbins, Timothy A. Judge, and Vohra Neharika (2017), *"Organizational Behavior"*, 16th Edition, New Delhi, Pearson Education.
2. John W. Slocum and Don Hellriegel (2007), Fundamentals of Organizational Behavior", 1st Edition, New Delhi, Thomson.

References:

1. Fred Luthans (2013), *"Organizational Behavior-An Evidence-Based Approach"*, 12th Edition, New Delhi, McGraw Hill.
2. Margie Parikh and Rajen Gupta (2010), *"Organizational Behavior", 1st Edition*, New Delhi, McGraw Hill.
3. Udai Pareek and Sushama Khanna (2011), "*Understanding Organizational Behavior"*, 3rd Edition, New Delhi, Oxford University Press.

Note: Latest edition of text book and references must be used.

BC 122 **Corporate Laws** **3-0-0-3**

Course Objective

To impart basic knowledge of the provisions of the Companies Act 2013 and the Depositories Act, 1996. Case studies involving issues in corporate laws are required to be discussed.

Course Content

Introduction: Administration of Company Law [including National Company Law Tribunal (NCLT), Appellate Tribunal (NCLAT), Special Courts; characteristics of a company; common seal; lifting of corporate veil; types of companies including private and public company, government company, foreign company, one person company, small company, associate company, dormant company, producer company; association not for profit; illegal association; formation of company, promoters and their legal position, pre incorporation contract and provisional contracts; on-line registration of a company. [10]

Documents: Memorandum of association and its alteration, articles of association and its alteration, doctrine of constructive notice and indoor management, prospectus, shelf prospectus and red herring prospectus, misstatement in a prospectus; GDR; book building; issue, allotment and forfeiture of shares, calls on shares; public offer and private placement; issue of sweat capital; employee stock options; issue of bonus shares; transmission of shares, buyback and provisions regarding buyback; share certificate; D-Mat system; membership of a company. [10]

Management and Meetings: Classification of directors, additional, alternate and adhoc director; women directors, independent director, small shareholders' director; director identity number (DIN); appointment, who can appoint a director, disqualifications, removal of directors; legal position, powers and duties; key managerial personnel, managing director, manager; meetings of shareholders and board; types of meeting, convening and conduct of meetings, requisites of a valid meeting; postal ballot, meeting through video conferencing, e-voting; committees of board of directors – audit committee, nomination and remuneration committee, stakeholders relationship committee, corporate social responsibility committee; prohibition of insider trading. [12]

Dividends, Accounts, Audit: Provisions relating to payment of dividend, provisions relating to books of account, provisions relating to audit, auditors' appointment, rotation of auditors, auditors' report, secretarial standards and secretarial audit; on-line filing of documents, winding up - concept and modes of winding up.

The Depositories Act 1996: Definitions; rights and obligations of depositories; participants, issuers and beneficial owners; inquiry and inspections, penalties. [07]

Text Books

1. Majumdar, A.K., and G.K. Kapoor, "*Company Law and Practice*", Taxmann, New Delhi.
2. *Companies Act and Corporate Laws*, Bharat Law House Pvt Ltd, New Delhi.

References:

1. Gowar, LCB, *Principles of Modern Company Law*, Stevens & Sons, London.
2. Ramaiya, *A Guide to Companies Act*, LexisNexis Buttersworth wadhwa.
3. Hanningan, Brenda, *Company Law*, Oxford University Press, U.K.
4. The Depositories Act, 1996.

Note: Latest edition of text book and references must be used.

BC 132 **Advanced Financial Accounting** **3-0-0-3**

Course Objective

To acquire conceptual and practical knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Accounting for Hire Purchase and Installment System: Calculation of interest ,partial and full repossession, Hire purchase trading (total cash price basis), stock and debtors system; Concepts of Lease - Operating and Financial lease (theory only). **Accounting for Branches:** Concept of dependent branches; accounting aspects; debtors system, stock and debtors system, branch final accounts system and whole sale basis system, Independent branches; Concept-accounting treatment: important adjustment entries and preparation of consolidated profit and loss account and balance sheet. [15]

Accounting for Dissolution of the Partnership Firm: Accounting of Dissolution of the Partnership Firm including Insolvency of partners, sale to a limited company and piecemeal distribution. [05]

Departmental Accounts: Meaning and purpose, allocation of expenses, inter-departmental transfers. [08]

Royalty: Meaning and features**,** Types- Mining, Patent & Copyright**,** Minimum or dead rent, Short-workings and Excess-workings, Royalties receivable and Sublease. **Financial Statements for Not-for-Profit Organisations** [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 142 **Advanced Business Statistics** **3-0-0-3**

Course Objective

To equip the students with statistical techniques applicable to the solutions of business problems. The emphasis will be on applications of concepts and tools to various business related problems and gain understanding of statistical techniques.

Course Content

Time Series Analysis: Time Series Data; Components of time series. Additive and multiplicative models; Trend analysis. Fitting of trend line using principle of least squares – linear, second degree parabola and exponential. Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa; Moving averages; Seasonal variations- Calculation of Seasonal Indices using Simple averages, Ratio-to- trend, and Ratio-to-moving averages methods. **Permutations and Combinations:** Meaning and applications. [12]

Probability: Theory of Probability. Approaches to the calculation of probability, Calculation of event probabilities. Addition and multiplication laws of probability (Proof not required), Conditional probability and Bayes' Theorem (Proof not required), Mathematical Expectation and variance of a random variable. [08]

Probability distributions:

(a) Binomial distribution: Probability distribution function, Constants, Shape, Fitting of binomial distribution

(b) Poisson distribution: Probability function, (including Poisson approximation to binomial distribution), Constants, Fitting of Poisson distribution

(c) Normal distribution: Probability distribution function, Properties of normal curve, Calculation of probabilities. [11]

Sampling Concepts, Sampling Distributions and Estimation: Population and samples, Parameters and Statistics, Sampling and non sampling error, Sampling methods including Simple Random sampling, Stratified sampling, Systematic sampling, Judgement sampling and Convenience sampling, Interval Estimation. [08]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hilln New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods",* Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business"*, Cengage Learning.

Note: Latest edition of text book and references must be used.

BC 152 **Business Communication** **3-0-0-3**

Course Objective

To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Course Content

Introduction: Nature, Process and Importance of Communication, Types of Communication (verbal & Non Verbal), Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers. **Non-Verbal Aspects of Communication:** Body language, Kinesics, Proxemics, Para language [10]

Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter -office Memo, Notices, Agenda, Minutes, Job application letter, preparing the resume. **Effective Listening:** Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars [10]

Report Writing: Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports. [08]

Business language and presentation: Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English. Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids. **Technology and Business Communication:** Role, effects and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e-communication. [11]

Text Books

1. Kaul, "*Business Communication*", Prentice Hall, New Delhi.
2. Gupta, C.B., "*Business Communication*", Sulthan Chand & Sons, New Delhi.

References:

1. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Bovee, and Thill, *Business Communication Today*, Pearson Education
3. Shirley, Taylor, *Communication for Business*, Pearson Education
4. Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH
5. Sharma, R.C., and Krishna Mohan, "*Business Correspondence and Report Writing*", Tata McGraw-Hill Publishing Company Limited, New Delhi.

Note: Latest edition of text book and references must be used.

BC 162 **Macroeconomics** **3-0-0-3**

Course Objective

To provide the student with knowledge of basic concepts of the macro economics and modern tools of macro-economic analysis. Macroeconomics is concerned with the vital economic issues that determine your own economic well-being as well as that of whole family and everyone you know. Macroeconomics is the study of the major economic totals, or aggregates.

Course Content

Introduction: Concept and Variables of macroeconomics, Income, Expenditure and The Circular flow, Components of expenditure. Consumption, Saving and Investment and S-I approach, Multiplier (two sector) and Numerical. Static macro economic analysis short and the long run – Determination of supply, Determination of demand, and Conditions of equilibrium.
Meaning, Objective and Instruments of fiscal and monetary policy, AD-AS approach; Determination of aggregate demand, Shifts in aggregate demand, Aggregate supply in the short and long run, and Aggregate demand- Aggregate supply analysis. Economy in the short run IS–LM framework. [12]

Inflation - Causes and Effect of rising and falling inflation, Demand pull and Cost push inflation and Measures to control inflation, Inflation and interest rates, Social costs of inflation. **Unemployment** – Natural rate of unemployment, Frictional and wait unemployment. Labour market and its interaction with production system. Phillips curve, Trade-off between inflation and unemployment, Sacrifice ratio, Role of expectations adaptive and rational. [08]

Open economy – Flows of goods and capital, Saving and Investment in a small and a large open economy, Exchange rates; Fixed and Flexible, **Mundell** – Fleming model with fixed and flexible prices in a Small Open economy with fixed and with flexible exchange rates, Interest rate differentials case of a Large economy. Balance of payments, Trade balance, Current and Capital Account, Autonomous and accommodating transactions and Measures to control disequilibrium on BOP. [11]

Behavioral Foundations- Investment – Determinants of business fixed investment, Effect of tax, Determinants of residential investment and Inventory investment. **Demand for Money** – Portfolio and transactions theories of demand for Real balances, Interest and Income Elasticities of demand for real balances. Supply of money. [08]

Text Books

1. Dwivedi, D. N., " *Macroeconomics - Theory & Practice*", Tata McGraw Hill, New Delhi.
2. Ahuja, H.L., "*Business Economics*", S.Chand & Company, New Delhi.

References:

1. Dornbusch, Rudiger, and Stanley Fischer,"*Macroeconomics"*, McGraw-Hill.
2. Mankiw, N. Gregory, "*Macroeconomics",* Macmillan Worth Publishers New York, Hampshire,U.K.
3. Salvatore, Dominick. "*International Economics",* John Wiley & Sons Singapore.
4. Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
5. Olivier Blanchard, "Macroeconomics", Pearson Education, Inc.
6. Neils & Parker, "*The Essence of Business Economics*",Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

SECOND YEAR
AUTUMN SEMESTER
(Semester – III)

BC 211 **Income Tax Laws** **4-0-0-4**

Course Objective

To provide basic knowledge and equip students with application of principles and provisions of Income-Tax Act, 1961.

Course Content

Basic concept: Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, Maximum marginal rate of tax, Permanent Account Number (PAN), Residential status; Scope of total income on the basis of residential status, Exempted income under section 10. [05]

Computation of income under different heads
- Salaries
- Income from House Property
- Profit and gains of business or profession
- Capital Gains [21]

Computation of income under different heads - Income from other sources

Total income and tax computation
- Deemed Incomes
- Aggregation of Income and set-off and carry forward of losses
- Deduction from Gross total income
- Rebates and reliefs
- Computation of Total Income of individuals, Hindu Undivided Family and Firms
- Tax Liability of an Individual, Hindu Undivided Family and Firms [21]

Preparation of return of income:
- Manually
- On-line filing of Returns of Income & TDS
- Provision & Procedures of Compulsory On-Line filing of returns for specified assesses [05]

There shall be a practical examination of 10 Marks on E-filling of Income Tax Returns using a software utility tool. The student is required to fill appropriate Form and generate the XML file.

Text Books

1. Ahuja, Girish and Gupta Ravi., *"Systematic Approach to Income Tax"*, Bharat Law House, Delhi.
2. Singhania, Vinod K. and Monica Singhania., *"Students' Guide to Income Tax"*, *University Edition*. Taxmann Publications Pvt. Ltd., New Delhi.

References:

1. Pagare, Dinkar., *"Law and Practice of Income Tax"*, Sultan Chand and Sons, New Delhi.
2. Prasad Bhagwati, *"Income Tax Law and Practice"*, Willey Publications, New Delhi.
3. Mehrotra H.C., *"Income Tax Law and Accounts"*, Sahitya Bhawan, Agra.
4. Chandra Mahesh and Shukla D.C., *"Income Tax Law and Practice"*, Pragati Publications, New Delhi
5. Excel Utility available at *incometaxindiaefiling.gov.in*

Note: Latest edition of text book and references must be used.

BC 221 **Business Mathematics** **4-0-0-4**

Course Objective

To familiarize the students with the basic mathematical tools with emphasis on applications to business and economic situations.

Course Content

Matrices and Determinants: Algebra of matrices. Inverse of a matrix, Matrix Operation – Business Application; Solution of system of linear equations (having unique solution and involving not more than three variables) using matrix inversion Method and Cremer's Rule, The Leontief Input Output Model (Open Model Only). [10]

Calculus I: Mathematical functions and their types- linear, quadratic, polynomial, exponential, logarithmic and logistic function. Concepts of limit, and continuity of a function; Concept and rules of differentiation; Maxima and Minima involving second or higher order derivatives; Concept of Marginal Analysis, Concept of Elasticity, Applied Maximum and Minimum Problems including effect of Tax on Monopolist's Optimum price and quantity, Economic Order Quantity. [16]

Calculus II: Partial Differentiation. Partial derivatives up to second order. Homogeneity of functions and Euler's theorem. Total differentials. Differentiation of implicit functions with the help of total differentials; Maxima and Minima in cases of two variables involving not more than one constraint including the use of the Lagrangean multiplier. **Integration** - Standard forms. Methods of integration – by substitution, by parts and by use of partial fractions. Definite integration. Finding areas in simple cases; Application of Integration to marginal analysis. Consumer's and Producer's Surplus, Rate of Sales; the Learning Curve. [15]

Mathematics of Finance: Rates of interest-nominal, effective– and their inter-relationships in different compounding situations; Compounding and discounting of a sum using different types of rates; Types of annuities, like ordinary, due, deferred, continuous, perpetual, and their future and present values using different types of rates of interest. Depreciation of Assets. Valuation of simple loans and debentures. Sinking Fund. [11]

Text Books

1. Singh J. K., "*Business Mathematics*", Himalaya Publishing House.
2. Kapoor V.K., "*Business Mathematics*", Sultan Chand & Sons, Delhi.

References:

1. Anthony, M. and N. Biggs., "*Mathematics for Economics and Finance*", Cambridge University Press.
2. Ayres, Frank Jr., "*Theory and Problems of Mathematics of Finance*", Schaum's Outlines Series. McGraw Hill Publishing Co.
3. Budnick, P., "*Applied Mathematics",* McGraw Hill Publishing Co.
4. Dowling, E.T., "*Mathematics for Economics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Wikes, F.M., "*Mathematics for Business, Finance and Economics*",Thomson Learning.

Note: Latest edition of text book and references must be used.

BC 231 **Human Resource Management** **3-0-0-3**

Course Objective

To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Content

Human Resource Management: Concept and functions; Role, status and competencies of HR manager; HR policies; Evolution of HRM; Emerging challenges of human resource management - Workforce diversity, empowerment, downsizing, VRS, work life balance. **Acquisition of Human Resource:** Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment – concept and sources; Selection – concept and process; Test and interview; Placement, induction and socialization; Retention. [12]

Training and Development: Concept and importance; Role specific and competency based training; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing. [08]

Performance Appraisal and Compensation Management: Performance appraisal- Nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counselling; Job changes - Transfers and promotions, Human resource audit; **Compensation** - Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Job evaluation. [10]

Maintenance of employees and Emerging Horizons of HRM: Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations- An overview; Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; e-HRM; Human Resource Information System and e-HRM; Impact of HRM practices on organisational performance; HR audit, Contemporary issues in human resource management. [09]

Text Books

1. Aswathappa, K., "*Human Resource Management",* Tata McGraw-Hill, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management"*, Wiley, India.

References:

1. Pande Sharon and Basak Swapnalekha (2012), "*Human Resource Management-Text and Cases*", 1st Edition, New Delhi, Pearson Education.
2. Mondy, A. W. and Noe, R. M., "*Human Resource Management"*, Pearson Education.
3. Rao, V. S. P., "*Human Resource Management: Text and Cases"*, Excel Books.

Note: Latest edition of text book and references must be used.

BC 241 **Cost Accounting** **3-0-0-3**

Course Objective

To acquaint the students with basic concepts used in cost accounting and various methods involved in cost ascertainment systems, and use of costing data for planning , control and decision making.

Course Content

Introduction: Meaning, objectives and advantages of cost accounting, Difference between financial, cost, and management accounting and. Cost concepts and classifications, Installation of a costing system. Role of a cost accountant in an organization. [04]

Elements of Cost:

a. Materials: Material/inventory control- concept and techniques, Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues – FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard, Treatment of Material Losses.

b. Labour: Accounting and Control of labour cost, time keeping and time booking, concept and treatment of idle time, over time, labour turnover and fringe benefits.

c. Overhead: Classification, allocation, apportionment and absorption of overhead. Under- and over-absorption. Capacity costs. Treatments of certain items in costing, like interest on capital, packing expenses, debts, research and development expenses, Activity – Based Costing. [16]

Methods of Costing: Unit costing, Job costing. Contract Costing. Process costing (process losses and gains, valuation of work in progress, joint and by-products) Service costing. Accounting Systems: Integral and non-integral systems, Reconciliation of cost and financial accounts. [14]

Budgeting and budgetary control: Concept of budget and budgetary control, objectives, merits, and limitations, Budgeting process, Functional budgets, Cash budget, Fixed and flexible budgets, Zero base budget, Programme and performance budgets. [05]

Text Books

1. Lal, Jawahar and Srivastava s. , "*Cost Accounting*", McGraw Hill Publishing Co., New Delhi.
2. Arora, M.N., "*Cost Accounting – Principles and Practice",* Vikas Publishing House, New Delhi.

References:

1. Horngreen, Charles T., George Foster and Srikant M. Dattar, "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
2. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
3. Nigam, B.M. Lall and I.C. Jain., "*Cost Accounting: Principles and Practice*", Prentice Hall of India, New Delhi.
4. Bhattacharya, "*Principles & Practice of Cost Accounting*", Prentice Hall of India, Delhi
5. Tulsian, P.C., "*Practical Costing*", Vikas Publishing House, New Delhi

Note: Latest edition of text book and references must be used.

Foreign Language – I **3-0-0-3**

Offered by College of Arts, Science and Humanities

Mody University Elective **3-0-0-3**

Offered by different Colleges of University

BC 251 **Principles of Insurance** **3-0-0-3**

Course Objective

To develop an understanding among students about identifying analyzing and managing various position to understand principles of insurance and its usefulness in business, along with its regulatory framework.

Course Content

Introduction: Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Disaster Risk Management, Risk Retention and Transfer. **Concept** of Insurance, Need for Insurance, Globalization of Insurance Sector, Reinsurance, Co-insurance, Assignment. Endowment [08]

Nature of Insurance Contract, Principle of Utmost Good Faith, Insurable Interest, proximit cause, contribution and subrogation, Indemnity, Legal Aspects of Insurance Contract, Types of Insurance, Life Insurance Act 1956, Basic elements of life Insurance, Life insurance companies in India, types of Insurance policies, important plans of life Insurance, Issue of life Insurance, calculation of premium, settlement of claims, maturity claims by death. [12]

General Insurance: Fire and Motor Insurance, Health Insurance, Marine Insurance, Automobile Insurance. [10]

Legal Framework: Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Computation of Insurance Premium.

Regulatory Framework of Insurance: Role, Power and Functions of IRDA, Composition of IRDA, IRDA Act'1999. [09]

Text Books

1. Mishra, M. N., *Principles and Practices of Insurance*, S. Chand and Sons.
2. Crane, F., *Insurance Principles and Practices*, John Wiley and Sons, New York.

References:

1. Dinsdale, W.A., *Elements of Insurance*, Pitaman.
2. Black, K. and H.D. Skipper, *Life and Health insurance*, Pearson Education
3. Gupta. P.K, *Insurance and Risk Management*, Himalaya Publishing House.
4. Vaughan, E. J. and T. Vaughan, *Fundamentals of Risk and Insurance*, Wiley & Sons
5. Hansell, D.S., *Elements of Insurance*, Macdonald& Evans Ltd.
6. All the three modules of Insurance and Risk Management by Institute of Chartered Accountants of India
7. George, E. Rejda, *Principles of Risk Management and Insurance*, Pearson Education.
8. Dorfman, Marks S., *Introduction to Risk Management and Insurance*, Pearson

Note: Latest edition of text book and references must be used.

SECOND YEAR
SPRING SEMESTER
(Semester – IV)

BC 212 **Indirect Tax Laws** **3-0-0-3**

Course Objective

To acquire the ability to analyze and interpret the provisions of goods and services tax law and recommend solutions to practical problems. To develop an understanding of the customs laws and acquire the ability to analyze and interpret the provisions of such laws.

Course Content

Constitutional aspects - Levy and collection of CGST and IGST - Application of CGST/IGST law; Concept of supply including composite and mixed supplies, inter-State supply, intra-State supply, supplies in territorial waters; Charge of tax; Exemption from tax; Composition levy, Place of supply, Time and Value of supply, Input tax credit, Computation of GST liability [10]

Procedures under GST - All procedures including registration, tax invoice, credit and debit notes, electronic way bill, accounts and records, returns, payment of tax including reverse charge, refund, job work, Provisions relating to electronic commerce, Liability to pay in certain cases, Administration of GST; Assessment and Audit, Inspection, Search, Seizure and Arrest, Demand and Recovery, Offences and Penalties, Advance Ruling, Appeals and Revision, Other provisions [10]

Customs Law as contained in the Customs Act, 1962 and the Customs Tariff Act, 1975- Introduction to customs law including Constitutional aspects, Levy of and exemptions from customs duties - All provisions including application of customs law, taxable event, charge of customs duty, exceptions to levy of customs duty, exemption from custom duty, Types of customs duties, Classification and valuation of imported and export goods, Officers of Customs; Appointment of customs ports, airports etc. [10]

Import and Export Procedures - All import and export procedures including special procedures relating to baggage, goods imported or exported by post, stores, Provisions relating to coastal goods and vessels carrying coastal goods, Warehousing, Drawback, Demand and Recovery; Refund, Provisions relating to prohibited goods, notified goods, specified goods, illegal importation/exportation of goods, Searches, seizure and arrest; Offences; Penalties; Confiscation and Prosecution, Appeals and Revision; Advance Rulings; Settlement Commission, Other provisions. [09]

Text Books

1. Patel & Chaudhary., *Indirect Tax Laws*, Chaudhary Prakashan, Jaipur
2. Singhania, V. K. and Monica Singhania, *Student Guide to Indirect Tax Laws*, Taxmann's New Delhi.

References:

1. Sisodia Pushpendra, *Indirect Tax Laws*, Bharat Law House.
2. Ahuja, G. & Ravi Gupta, "*Practical Approach to Direct and Indirect Taxes*", Bharat Law House.
3. Datey, V.S., "*Indirect Taxes Law and Practice*", Taxmann's New Delhi.
4. Sareen, V.K. and Sharma Ajay, "*Indirect Tax Laws*", Kalyani

Note: Latest edition of text book and references must be used.

BC 222 **Corporate Accounting** **4-0-0-4**

Course Objective

To help the students to acquire the conceptual knowledge of the corporate accounting and to understand the various techniques of preparing the accounting and financial statements.

Course Content

Accounting for Share Capital & Debentures: Issue, forfeiture and reissue of forfeited shares- concept & process of book building. Issue of rights and bonus shares. Buy back of shares. Redemption of preference shares. Issue and Redemption of Debentures. [12]

Final Accounts: Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration. Disposal of company profits. **Valuation of Goodwill and Valuation of Shares** - Concepts and calculation . [14]

Amalgamation of Companies: Concepts and accounting treatment as per Accounting Standard: 14 (ICAI) (excluding inter company holdings). Internal reconstruction: concepts and accounting treatment excluding scheme of reconstruction. **Accounts of Holding Companies/Parent Companies:** Preparation of consolidated balance sheet with one subsidiary company. Relevant provisions of Accounting Standard: 21 (ICAI). [13]

Liquidation of Companies: Types of liquidation, Preparation of Statement of Affairs and Deficiency Account (Surplus), Liquidator's Final Statement of Account, 'B' list of Contributories. **Banking Companies:** Difference between balance sheet of banking and non banking company; prudential norms. Asset structure of a commercial bank. Non-performing assets (NPA). [13]

Text Books

1. Sehgal & Sehgal, "Advanced Accountancy – I&II", Taxmann publications, Delhi
2. Maheshwari, S.N. and Maheshwari, S. K., "*Corporate Accounting"*, Vikas Publishing House, New Delhi.

References:

1. Shukla, M.C., Grewal, T.S. and Gupta, S.C., "*Advanced Accounts"*. Vol.-II. S. Chand &Co., New Delhi.
2. Gupta R.L., Radhaswamy M, "Company Accounts", Sultan Chand and Sons, Delhi.
3. Maheshwari S.N., "Corporate Accounting", Vikas Publishing House, New Delhi.
4. Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi.
5. Rajasekaran, V. & Lalitha, R., *"Corporate Accounting",* Pearson, New Delhi.

Note: Latest edition of text book and references must be used.

BC 232 **Management Accounting** **3-0-0-3**

Course Objective

To provide the students knowledge about use of costing anf financial data for planning,control and decision making.

Course Content

Introduction: Meaning, Nature and Scope and functions of management accounting, Role of management accounting in decision making, Management accounting vs. Financial accounting, Tools and techniques of management accounting.Difference between cost accounting and management accounting, cost control, cost reduction, cost management. [08]

Standard costing and variance analysis: Meaning of standard cost and standard costing: advantages, limitations and applications, Variance analysis – material, labour, overhead and sales variances, Disposition of variances, Control ratios. [12]

Absorption versus variable costing: Distinctive features and income determination Cost-Volume-Profit Analysis: Break-even analysis-algebraic and graphic methods. Contribution / sales ratio, key factor. Margin of safety. Angle of incidence. Determination of cost indifference point. [10]

Decision making: Costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, exploring new market, make or buy, product mix, operate or shut down, seller process further. **Responsibility Accounting**: Concept, Significance, Different Responsibility Centers, Divisional Performance Measurement – Financial Measures. [09]

Text Books

1. Khan, M.Y. and P.K. Jain., "*Management Accounting*", Tata McGraw Hill, Publishing
2. Lal, Jawahar., "*Advanced Management Accounting- Text and Cases*", S. Chand & Co., New Delhi.

References:

1. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
2. Horngreen, Charles T., George Foster and Srikant M. Dattar., "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
3. Kalpan R.S. and Atkinson A.A., "*Advanced Management Accounting*", Prentice Hall India.
4. Anthony, Robert & Reece, et al, "*Principles of Management Accounting*", Richard Irwin Inc.
5. Pandey I.M., "*Financial Management*", Vikas Publishing House, New Delhi.

Note: Latest edition of text book and references must be used.

BC 242 **Computer Application in Business** **3-0-0-3**

Course Objective

To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

Course Content

Introduction: Introduction to Computer-Characteristics of Computers, The Computer System, Parts of Computers); Computer H/W Setup, Configuration, Networking, Mobile H/W Device and types wireless Networking; Operating System- Introduction to Operating Systems, An overview of various Computer & Mobile OS & Application (UNIX / Linux, DOS, Windows, Android, windows mobile, iOS Like), Features of latest Windows Operating Systems & its Management & Networking (Installation, backup, security, User control), Usage of payment gateways. [08]

Introduction to essential tools: Introduction to facilities & commonly used features of:

a) **Word:** Working with word document, Inserting, filling and formatting a table, Mail Merge including linking with Access Database, Creating Macros -Sending E-mail from Word Import / Export of files Converting Word Document to Web Document, PDF files Hyperlinks; OLE Security features in MS-Word - Protection of Documents - Password for Documents - Checking for viruses in macros, referencing, creating bibliography, manage sources and citations, review documents.

b) **PowerPoint:** Preparing Presentations,Slides,Handouts,Speaker's Notes - Outlines - Media Clips - Charts – Graphs, Adding the Transitions to the Slide Show - Special effects in detail, - Setting Slide timings.

c) **Excel:** Creating a work book, Rearranging Worksheet, Organizing Charts and graphs, Ranges and Functions & Formulae: Mathematical, Statistical Financial Functions such as NPV (Net present value), Future value, IRR (Internal Rate of Return), EMI (Equated Monthly Installments, Compounding Yearly, periodic and monthly) - Auto Calculate Using Names in a Formula, Formula Editing, Macros, Consolidation of Data & Data Analysis - Sorting List, Filter & More Filtering Techniques - Consolidate data in multiple worksheets - What-if analysis, Goal Seek Scenario Manager, Solver, Lookup Function - Sub Totals, Nested-IF, Statistical Analysis; Data Validation & Protection - Create a drop-down list from a range of cells - Apply data validation to cells - Copy data validation setting, remove data validation - Find cell that have data validation, protect cell data, using password to protect sheet and workbook. - Use validation to create dependent list; Pivot table Reports & Pivot Chart Reports. [12]

Using MS Excel for Data Analysis & Reporting Features:

Using spreadsheet for following purposes and making reports:

- Loan & Lease statement
- Ratio Analysis.
- Payroll statements
- Capital Budgeting
- Depreciation Accounting
- Graphical representation of data
- Frequency distribution and its statistical parameters
- Correlation and Regression [10]

RDBMS Concepts & Access: RDBMS Concepts, Terminology, Models - RDBMS, Data Modelling using ERD, DB Design using Normalization; Access Creating Databases &

Tables – An Introduction; Event Handling & Report Generation; Using Macros; Using Queries through Case Study.
Structured Query Language (SQL): Introduction to Data Definition Language Statements & Data Manipulation Language Statements (Creating Tables, Selecting Data, Inserting Data, Updating Records, Dropping a Table, Querying Database, Aggregating Data, Grouping, Ordering Data, Joining Tables etc.) & Case Studies.
CAAT Tools: Capabilities & Importing Data from Accounting & other Application Systems - An Introduction; Analytical Reports, Duplicates/ Gaps. Sorting & Charting; Stratification, Summarization, Statistics & Aging - An Introduction; Sampling, Macros and Audit Trail. [09]

Text Books

1. Rajaraman, V., *Introduction to Information Technology*, PHI.
2. Hall, J.A., "*Accounting Information System"*, South-Western College Publishing.

References:

1. Boockholdt, J.L., "*Accounting Information System: Transaction Processing and Control"*, Irwin Mcraw-Hill.
2. Gelinas, Ulric J., and Steve G. Sutton, *Accounting Information System*, South Western Thomson Learning.

Note: Latest edition of text book and references must be used.

Foreign Language – II 3-0-0-3

Offered by College of Arts, Science and Humanities

Mody University Elective 3-0-0-3

Offered by different Colleges of University

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BC 252 **Investing in Stock Markets** **3-0-0-3**

Course Objective

This paper intends to provide basic skills to operate in stock market and the ways of investing in it. It will enable the student to take up investment in stock market independently.

Course Content

Investing Fundamentals: Types of Investment – Equity Shares, IPO/ FPO,Bonds. Indian Securities Market: the market participants, trading of securities, security market indices. Sources of financial information. Role of Stock Exchange, Stock exchanges in India: BSE, NSE, MCX. Buying and selling of stocks: using brokerage and analysts' recommendations. Use of limit order and market order. [08]

Stock Analysis and Valuation: Online trading of stocks. Understanding stock quotations, types and placing of order. Risk: its valuation and mitigation, Analysis of the company: financial characteristics (as explained by ratio analysis, future prospects of the company, assessing quality of management using financial and non-financial data, balance sheet and quarterly results, cash flows and capital structure). Comparative analysis of companies, Stock valuations: using ratios like PE ratio, PEG ratio, Price Revenue ratio. Use of Historic prices, simple moving average, basic and advanced interactive charts. Examining the shareholding patter of the company. Pitfalls to avoid while investing: high P/E stocks, low price stocks, stop loss, excess averaging. [12]

Investing in Mutual Funds: Background on Mutual Funds: Advantages of investing in Mutual funds. Motives of mutual fund investments, Net Asset Value, Types of Mutual funds: Open ended, close ended, equity, debt, hybrid, money market, Load vs. no load funds, Factors affecting choice of mutual funds. CRISIL Mutual Fund Ranking and its Usage. [11]

Understanding Derivatives: Futures, Options, trading in futures and options. Understanding stock market quotes on futures and options. Types of orders, Put and Call options: How Put and Call options work. Commodities, Derivatives of commodities, trading of commodity derivatives on MCX, Currency derivatives and its trading. [08]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management*", Tata McGraw Hill.
2. Pandiyan, Punithavathy, "*Security Analysis and Portfolio Management*", Vikas Publications

References:

1. Gitman and Joehnk, "*Fundamentals of Investing*", Pearson.
2. Madura, Jeff, "*Personal Finance*", Pearson.
3. Damodaran, Aswath, "*Investment Valuation: Tool and Techniques for Determining the Value of Any Asset*", Wiley Finance.
4. Bodie, Alex, Marcus and Mohanty, "*Investments*", McGraw Hill Publishing Co.
5. Hirt and Block, "*Fundamentals of Investment Management*", McGraw Hill Publishing Co.
6. www.moneycontrol.com
7. www.yahoofinance.com

Note: Latest edition of text book and references must be used.

THIRD YEAR
AUTUMN SEMESTER
(Semester – V)

BC 311 **Principles of Marketing** **3-0-0-3**

Course Objective

This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

Course Content

Introduction: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix [08]

Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning; [12]

Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging &Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing). [10]

Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps. [09]

Text Books

1. Kumar, Arun & N. Meenakshi, "*Marketing Management"*, Vikas Publishing House.
2. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, "*Marketing Management: A South Asian Perspective"*, Pearson Education.

References:

1. Palmer, Adrian, "*Introduction to Marketing"*, Oxford University Press, UK
2. McCarthy, E. Jerome., and William D. Perreault, "*Basic Marketing"*, Richard D. Irwin.
3. Majaro, Simon, "*The Essence of Marketing"*, Prentice Hall, New Delhi.
4. Ramaswamy & Namakumari; "*Marketing Management*", Mc Millan, New Delhi.

Note: Latest edition of text book and references must be used.

BC 321 **Financial Management** **3-0-0-3**

Course Objective

To familiarize the students with the principles and practices of financial management.

Course Content

Introduction: Nature, scope and objectives of financial management, Agency problem, Time value of money, Risk and return- Concept and Calculation (including Capital Asset Pricing Model). [07]

Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital. Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and Financial leverage. Determinants of capital structure. **Dividend Decision:** Theories for Relevance and irrelevance of dividend decision for corporate valuation- Walter's Model, Gordon's Model, MM Theory, Cash and stock dividends. Dividend policies in practice and Determinants of Dividend. [13]

Capital Budgeting: The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk-Certainty Equivalent Approach and Risk-Adjusted Discount Rate. [10]

Working Capital Decisions: Concepts of Working Capital, Operating & Cash Cycles, Risk-return trade off, sources of short term finance, working capital estimation, cash management, receivables management, inventory management. [09]

Text Books

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems*, Tata McGraw Hill
2. Pandey, I M. *Financial Management*, Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, *"Fundamentals of Financial Management"*, Pearson Education
2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, *"Corporate Finance"*, Tata McGraw Hill
3. Srivastava, Rajiv, and Anil Mishra, *"Financial Management"*, Oxford University Press, UK
4. Sharma, G.L., and Y.P. Singh., *"Contemporary issues in Finance and Taxation"*, Academic Foundation Delhi
5. Chandra, P., *"Financial Management-Theory and Practice"*, Tata McGraw Hill

Note: Latest edition of text book and references must be used.

BC 331 **Industrial Laws** **3-0-0-3**

Course Objective

To familiarize the commerce students with the understanding and provisions of laws related employees' compensation as the accounts and finance department of the industry need to calculate wage and salary of the employees.

Course Content

The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the Act – Employees' Provident Fund Scheme; Employees' Pension Scheme, 1995; Employees' Deposit linked Insurance Scheme**. Employees State Insurance Act, 1948:** Objects and Applicability of the Scheme; Definitions: Personal Injury, Factory, Manufacturing Process, Wages, Partial and Permanent Disablement; ESI Corporation, Standing Committee and Medical Benefit Council; Contributions; Adjudication of Dispute and Claims, Benefits**.** [12]

Payment of Wages Act, 1936: Definitions – Employed Person, Employer, Factory, Industrial or other Establishment, Wages; Responsibility for Payment of Wages; Fixation of Wage Period; Time of Payment of Wages; Mode of Payment; Deductions from Wages and Fines. [08]

The Payment of Bonus Act, 1965: Definitions – Accounting year, allocable surplus, available surplus, employee, employer, establishments, salary or wage; determination of bonus, calculation of bonus, eligibility for bonus, disqualifications for bonus, payment of minimum and maximum bonus, set on and set off of allocable surplus, deductions of certain amounts from bonus payable, time limit for payment of bonus. [08]

Payment of Gratuity Act, 1972: Applicability and non- applicability of the Act; Definitions-employee, employer, continuous service; payment of gratuity; forfeiture of gratuity; employer's duty to determine and pay gratuity; recovery of gratuity; penalties. **Employee's Compensation Act, 1923:** Definitions: dependent, employer, partial and total disablement, workmen, injury, accident; employer's liability for compensation; amount of compensation; contracting; commissioner; case laws. [11]

Text Books

1. Piyali Ghosh and Shefali Nandan (2015), *"Industrial Relations and Labour Laws",* 1st Edition, New Delhi, TATA McGraw Hill.
2. Sarma A.M (2015, *"Industrial Relations and Labour Laws",* 2nd Edition, Mumbai, Himalaya Publishing House, Mumbai.

References:

1. Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj (2012), *"Industrial Relations and Labour Laws",* 2nd Edition, New Delhi, TATA McGraw Hill.
2. Padhi P.K. (2013), *"Labour and Industrial Laws",* 2nd Edition, New Delhi, PHI
3. Srivastava, S.C., "*Industrial Relations & Labour Laws",* Vikas Publishing House (P) Ltd.

Note: Latest edition of text book and references must be used.

BC 341 **Financial Markets, Institutions and Services** **3-0-0-3**

Course Objective

To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Content

An Introduction to Financial System and its Components: Financial markets and institutions. Financial intermediation. Flow of funds matrix. Financial system and economic development. An overview of Indian financial system. [08]

Financial Markets: Money market-functions, organization and instruments. Role of central bank in money market; Indian money market-An overview. **Capital Markets**-functions, organization and instruments. Indian debt market; Indian equity market-primary and secondary markets; Role of stock exchanges in India. [12]

Financial Institutions: Depository and non-depository institutions, Commercial banking-introduction, its role in project finance and working capital finance. Development Financial Institutions (DFIs)-An overview and role in Indian economy. Life and non-life insurance companies in India; Mutual Funds- Introduction and their role in capital market development. Non-banking financial companies (NBFCs). [08]

Overview of Financial Services Industry: Fund based and fee based financial services, Merchant banking-pre and post issue management, underwriting. Regulatory framework relating to merchant banking in India. **Leasing and hire-purchase:** Consumer and housing finance; Venture capital finance; Factoring services, bank guarantees and letter of credit; Credit rating; Financial Counseling and Portfolio management Services. [11]

Text Books

1. Bhole, L.M., *"Financial Markets and Institution",* Tata McGraw Hill Publishing Company
2. Khan, M.Y., *"Indian Financial System-Theory and Practice"*. New Delhi: Vikas Publishing House

References:

1. Sharma, G.L., and Y.P. Singh eds., "*Contemporary Issues in Finance and Taxation",* Academic Foundation, Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Saunders Anthony, "Financial Institutions Management: A Modern Perspective", Irwin Publication, McGraw Hill Co., New York.
4. Srivastava, R.M., "*Management of India Financial Institutions*", Himalaya Publishing House, Mumbai
5. Annual Reports of Major Financial Institutions in India.

Note: Latest edition of text book and references must be used.

BC 351 **Operation Research** **4-0-0-4**

Course Objective

To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Content

Introduction: Meaning, Scope, Origin, Uses, Limitations and Techniques. **Linear Programming:** Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method and Simplex method [11]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. **Assignment Model:** Assignment problem as a variant of transportation problem, Methods of solving assignment problems. **Game Theory:** Game models, Two player zero sum game, payoff matrix, pure and mixed strategy, Method of Saddle point for pure strategy, Algebraic method for mixed strategy with 2 x 2 Pay-off; Dominance method, Graphical Techniques. [15]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. **Decision Making:** Decision making under Risk and Uncertainty, Pay-off table, Decision rules, Decision Tree. **Replacement Problems:** Types of Replacement situations, Group Replacement Policy. [12]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. **Simulation:** Process of simulation, Monte Carlo technique, Advantages and Disadvantages, Applications in queuing and Inventory problems. [14]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "Quantitative Techniques", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BC 361 **Entrepreneurship** **3-0-0-3**

Course Objective

The purpose of the paper is to understanding about entrepreneurship and creative thinking and behaviour for effectiveness at work and in life.

Course Content

Introduction: Meaning, elements, determinants and importance of entrepreneurship and creative behavior. Entrepreneurship and creative response to the society' problems and at work. Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship. **Women Entrepreneurship:** Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, [07]

Types of Business Entities: Entrepreneurship and Micro, Small and Medium Enterprises. Concept of business groups and role of business houses and family business in India. . The contemporary role models in Indian business: their values, business philosophy and behavioural orientations. Conflict in family business and its resolution. [13]

Entrepreneurial Sustainability: Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups. The concept, role and functions of business incubators, angel investors, venture capital and private equity fund. [07]

Business Plan preparation: Sources of business ideas and tests of feasibility. Significance of writing the business plan/ project proposal. Contents of business plan/ project proposal. Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered). Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions. **Small Business Management:** Mobilising resources for start-up. Accommodation and utilities. Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems [12]

Text Books

1. Desai, Vasant., " *Dynamics of Entrepreneurial Development and Management*", Himalaya Publishing House, Mumbai.
2. Gupta, C B. & Shrinivasan, N.P., "*Entrepreneurship Development in India*", Sultan Chand & Sons, New Delhi.

References:

1. Bhide, Amar V., "*The Origin and Evolution of New Businesses*", Oxford University Press, New York.
2. Kuratko and Rao, "*Entrepreneurship: A South Asian Perspective*", Cengage Learning.
3. Dollinger, Mare J., "*Entrepreneurship: Strategies and Resources*", Illinois, Irwin.
4. Holt, David H., "*Entrepreneurship: New Venture Creation*", Prentice-Hall of India, New Delhi.
5. Kao, John J., "*The Entrepreneurial Organization*", Englewoods Cliffs, Prentice-Hall, New Jersey.

Note: Latest edition of text book and references must be used.

THIRD YEAR
SPRING SEMESTER
(Semester – VI)

BC 312 **Auditing** **3-0-0-3**

Course Objective

To provide knowledge of auditing principles, procedures and techniques in accordance with current legal requirements and professional standards.

Course Content

Introduction: Meaning and Objectives of Auditing, Difference between book-keeping and accountancy, Auditing and Investigation, Relation of Auditor vis-à-vis Management, Types of Audit, Errors and Frauds, Standards of Auditing. **Internal Control System:** Meaning, Importance, Internal Control, Internal check, Internal Audit and Statutory Audit, Limitations of Internal Control System. [10]

Audit Planning and Documentation: Audit Programme, Audit Note Books, Working Papers and Evidences, Routine Checking and Test Checking. **Audit Procedure** — Vouching: Meaning, Procedure, Verification and Valuation of Assets and Liabilities, Problems in valuation of assets, Modes of valuation of assets, Auditors position as regards valuation of assets [10]

Company Auditor: Qualifications and disqualifications, Appointment, Rotation, Removal, Remuneration, Rights and Duties; Auditor's Report- Contents and Types, Liabilities of Statutory Auditors under the Companies Act 2013. **Special Audit and Auditor's Report:** Audit of Banking Companies, Educational Institutions and Insurance Companies, Contents, Standard and Qualified Report [12]

Special Areas of Audit: Cost audit, Tax audit and Management audit; Recent Trends in Auditing: Basic considerations of audit in EDP Environment; Relevant Auditing and Assurance Standards (AASs). [07]

Text Books

1. Gupta, Kamal and Ashok Arora, "*Fundamentals of Auditing"*, Tata Mc-Graw Hill Publishing Co. Ltd., New Delhi.
2. Pagare Dinkar, "*Principles and Practices of Auditing*", Sultan Chand, New Delhi.

References:

1. Tandon B.N., "*Principles of Auditing*", S. Chand & Co., New Delhi.
2. Ghatalia, S.V., "*Practical Auditing"*, Allied Publishers Private Ltd., New Delhi.
3. Kumar Arun and Sharma Rachna, "*Auditing Theory and Practice*", Atlantic Publishers and Distributors, New Delhi.
4. Institute of Chartered Accountants of India, "*Auditing and Assurance Standards"*, ICAI, New Delhi.
5. Relevant Publications of ICAI on "*Auditing"* (CARO).

Note: Latest edition of text book and references must be used.

BC 322 **Financial Analysis and Reporting** **3-0-0-3**

Course Objective

To understand, analyse and interpret the basic framework of financial reporting.

Course Content

Basis of Financial Reporting: Purpose of financial reporting, users of financial reports, conceptual framework for financial statements [07]

Understanding Financial Statements:
Structure of Financial Statements: Introduction, Statement of Financial Position (Balance Sheet), Statement of Earnings (Income Statement), and Statement of Cash Flows (Cash Flow Statement). **Additional disclosure statements:** Need for Additional Statements, Auditor's Report, Director's Report, Funds Flow Statement, Electronic Dissemination, and Corporate Governance. [13]

Components of Financial Statements: Inventories, Receivables, Assets (Fixed Tangible, Intangible), Leases, Revenue, Income-Tax, Retained Earnings.

Analysis & Interpretation of Financial Statements:
Ratio Analysis – Liquidity, Solvency, Activity & Profitability Analysis, Comparative & Common Size Analysis (Vertical & Horizontal Analysis), Financial Statement Variation by Type of Industry. **Expanded Analysis**: Financial Ratios used in Annual Reports, Management's use of Analysis, Graphing Financial Information [14]

Accounting Standards in India & IFRS: Basic Framework. [05]

Text Books

1. Tulsian, P. C. and Tulsian, B., "*Corporate Financial Reporting*", S. Chand, New Delhi.
2. Lal, Jawahar, "*Corporate Financial Reporting: Theory & Practice"*, Taxmann Applied Services, New Delhi.

References:

1. Hennie, V. G., *International Financial Reporting Standards: A practical guide*, Washington: World Bank.
2. Alexander, D., Britton, A. and A. Jorissen, "*Global Financial Reporting and Analysis"*, Cengage Learning, Indian edition.
3. Grewal, T.S., "*Introduction to Accounting"*, S. Chand and Co., New Delhi.
4. Sarngadharan, M and Kumar, R. S., " *Financial Analysis for Management Decision*", PHI, New Delhi
5. Narasimhan, M. S., "*Financial Statement and Analysis*", Cengage Learning

Note: Latest edition of text book and references must be used.

BC 332 **Business Ethics and Corporate Governance** **3-0-0-3**

Course Objective

The main objective of this course is to provide students with the basic skills concerning business ethics, governance and corporate social responsibility. Additionally, students should understand the role of ethics, corporate responsibility and sustainability in business activities and evaluate business practices in these fields.

Course Content

Introduction: Business Ethics & Values, Inner Consciousness, Ethical Theories, Morality and Ethics; Various Approaches to Business Ethics; Ethical Governance; Corporate Ethics; CSR – Extension Of Business Ethics; Benefits of Adopting Ethics in Business; Ethics Programme; Code of Ethics; Ethics Committee **Indian Management Ethos** : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence. [11]

Corporate Governance: Meaning, Theories, Evolution, Models and Benefits of Corporate Governance; Politics and Governance; Board Committees and their Functions; Insider Trading; Rating Agencies; Green Governance/ E-governance; Clause 49 of Listing Agreement; Corporate Governance in Public Sector Undertakings; Corporate Funding of Political Parties; Class Action; Whistle Blowing; Shareholders Activism. [09]

Major Corporate Governance Failures: BCCI (UK), Maxwell Communication (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA), Vivendi (France), Harshad Mehta Scam, Satyam Computer Services Ltd, and Kingfisher Airlines; Common Governance Problems Noticed in various Corporate Failures; Codes and Standards on Corporate Governance; Initiatives in India. [10]

Corporate Social Responsibility (CSR): Corporate Philanthropy, Meaning of CSR, CSR and CR, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR provision under the Companies Act 2013, CSR Committees, CSR Models, Drivers of CSR, Codes and Standards on CSR, Global Reporting Initiatives, ISO 26000 [09]

Text Books

1. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.
2. Balasubramanian, N., "*Corporate Governance and Stewardship*", Tata McGrawHill, New Delhi

References:

1. Mallin, Christine A., *Corporate Governance (Indian Edition*), Oxford University Press, New Delhi.
2. Institute of Chartered Accountants of India, *Auditing and Assurance Standards*, ICAI, New Delhi.
3. Relevant Publications of ICAI on *Auditing* (CARO).

Note: Latest edition of text book and references must be used.

BC 342 **Fundamentals of Investment** **3-0-0-3**

Course Objective

To familiarize the students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection. Demonstrate with the support of online learning.

Course Content*

The Investment Environment: The investment decision process, Types of Investments-Commodities, Real Estate and Financial Assets, The Indian securities market, the market participants and trading of securities, security market indices, sources of financial information. Return and risk: Concept, Calculation, Trade off between return and risk, Impact of taxes and inflation on return. [10]

Fixed Income Securities: Bond Fundamentals, Estimating bond yields, Bond Valuation, Types of bond risks, default risk and credit rating. **Approaches to Equity Analysis:** Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis. Valuation of Equity Shares using various models. [10]

Portfolio Analysis and Financial Derivatives:
(a) Portfolio and Diversification, Portfolio Risk and Return
(b) Mutual Funds
(c) Introduction to Financial Derivatives-Forwards, Futures & Options, Financial Derivatives Markets in India. [13]

Investor Protection: Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism. [06]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management"*, Tata McGraw Hill.
2. Rustogi, R.P., "*Fundamentals of Investment"*, Sultan Chand & Sons, New Delhi.

References:

1. Jones, C.P., "*Investments Analysis and Management"*, Wiley.
2. Vohra, N.D., and Bagri, B.R., "*Futures and Options"*,Tata McGraw Hill Publishing.
3. Mayo, "*An Introduction to Investment"*, Cengage Learning.
4. P.Pandiyan**, "***Security Analysis and Portfolio Management*", Vikas Publications, New Delhi
5. Donalds E. Fischer & Ronald J. Jordan, "*Security Analysis and Portfolio Management*", Prentice Hall, New Delhi**.**
6. Russell J. Fuller and James L. Farrell, "*Modern Investment and Security Analysis*", McGraw Hill, Int. Ed. (Finance Series), New York.
7. Sharpe, William F., Alexander Gorden J. and Baily Jafery V., "*Investments*", Prentice Hall of India, New Delhi.

Note: Latest edition of text book and references must be used.

***Spreadsheet/Practical learning is the recommended while using software and excel for doing basic calculations in finance and hence can be used for giving students subjects related assignments for their internal assessment purposes.**

BC 352 **Project Management** **3-0-0-3**

Course Objective

To enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project.

Course Content

Introduction: Objectives of Project Planning, monitoring and control of investment projects. Relevance of social cost benefit analysis, identification of investment opportunities. Pre-feasibility studies. [06]

Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects. [14]

Project appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate. [13]

Issues in Project Planning and Management: Cost and Time Management issues in Project planning and management. [06]

Text Books

1. Chandra. Prasanna, "*Project Preparation Appraisal and Implementation",* McGraw Hill.
2. Gray, Clifford .F. *Project Management.* McGraw Hill.

References:

1. Gopalakrishnan. P. and.Ramamurthy, V.E., "*Text Book of Project Management*", Macmillan India Ltd.
2. JyotsnaBapat, "*Development Projects and critical theory of Environment*", Sage Publication, New Delhi.
3. John M. Nicholas, "*Project Management for Business and technology:Principles and Practice*", Pearson Prentice Hall, New Delhi.
4. David I. Cleland, "*Project Management: Strategic Design andimplementation"*, McGraw Hill Inc.

Note: Latest edition of text book and references must be used.

BC 362 **Dissertation** **0-0-0-6**

Course Objective

The objective of dissertation is to use quantitative and qualitative research methods to gain insight about the selected field of study. In order to cultivate logical thinking among students and to make them understand about the various facets in different fields of business world, they will have to select different domains and thrive for in-depth knowledge. After successful completion of dissertation work, students will be able to understand the complexities in the working of the business endeavor.

Course Content

Evaluation of would comprise of dissertation and Viva-voce

Syllabus

BACHELOR OF ARTS (BA) HONS. IN ECONOMICS

(w.e.f. 2018)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

BACHELOR OF ARTS (BA) HONS. IN ECONOMICS

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

No. of Seats: 60

Objective:

The undergraduate programme in economics is structured to impart analytical skills and intellectual advancement to understand the complexities in the working of the economy. It seeks to expose the students to various concepts in economics, mathematics and statistics and encourage them to uphold logical integrity and objectivity in professional endeavours. The course provides a sound theoretical basis in economic theory supplemented by practical applications of theories. The course in mathematics is developed to enable the students to lay a strong foundation in those areas of mathematics that is frequently used to understand the various concepts of economic theory. The objective of statistics course is to cultivate statistical thinking among students by acquainting them with various statistical methods and their application in different fields of economics. Also, the students are trained in using software packages for data analysis.

The first batch of the programme in MUST is proposed to be admitted in the session 2016-2017.

Input Qualification:

Candidate should have passed 10+2 from a recognized board with at least 45% marks and having proficiency in English and Basic Mathematics.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

Annexure – C

BA (Hons.) in Economics , Three-Year Programme

Academic Curriculum (2018-19 onwards), First Year

			Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
	Core Courses									
	EM 191	**Principles of Economics-I**	3	1	-	4	3	25	25	50
	EM 161	**Mathematics for Economics-I**	3	1	-	4	3	25	25	50
	EM 171	**Statistics for Economics-I**	2	1	2	4	3	25	25	50
	Ability Enhancement Compulsory Courses									
	EL 101	Foundation Course in English	2	-	-	2	3	25	25	50
	MD 003	Environmental Studies	3	1	-	4	3	25	25	50
	Generic Course									
	EM 181	**Economic History of India 1857-1947**	3	-	-	3	3	25	25	50
		Sub Total	**16**	**4**	**2**	**21**				
	GE 103	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
Spring Semester	**Core Courses**									
	EM 162	**Principles of Economics-II**	3	1	-	4	3	25	25	50
	EM 172	**Mathematics for Economics-II**	3	1	-	4	3	25	25	50
	EM 182	**Statistics for Economics-II**	2	1	2	4	3	25	25	50
	Ability Enhancement Compulsory Courses									
	BM 162	Business Communication	3	-	-	3	3	25	25	50
	CA 141	Application Software Laboratory	-	-	4	2	4	25	25	50
	Generic Course									
	EM 192	**Environmental Economics**	3	-	-	3	3	25	25	50
		Sub Total	**14**	**3**	**6**	**20**				
	GE 104	Proficiency (Non-Credit) #				1				

Annexure – C

BA (Hons.) in Economics , Three-Year Programme
Academic Curriculum (2018-19 onwards), Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW*	MTE	ETE
Autumn Semester	**Core Courses**									
	EM 241	**Micro Economics -I**	3	1	-	4	3	25	25	50
	EM 251	**Macro Economics- I**	3	1	-	4	3	25	25	50
	EM 261	**Development Economics –I**	3	1	-	4	3	25	25	50
	Skill Enhancement Compulsory Courses									
		Foreign Language-I#	3	-	-	3	3	25	25	50
	EM 271	**Data Analysis-I**	1	-	4	3	3	25	25	50
	Generic Course									
	EM 231	Indian Economy-I	3	-	-	3	3	25	25	50
		Sub Total	**16**	**3**	**4**	**21**				
	GE 203	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW*	MTE	ETE
Spring Semester	**Core Courses**									
	EM 242	**Micro Economics -II**	3	1	-	4	3	25	25	50
	EM 252	**Macro Economics -II**	3	1	-	4	3	25	25	50
	EM 262	**Development Economics -II**	3	1	-	4	3	25	25	50
	Skill Enhancement Course									
		Foreign Language-II#	3	-	-	3	3	25	25	50
	EM 272	**Data Analysis-II**	1	-	4	3	3	25	25	50
	Generic Course									
	EM 232	Indian Economy-II	3	-	-	3	3	25	25	50
		Sub Total	**16**	**3**	**4**	**21**				
	GE 204	Proficiency (Non-Credit) #				1				

Annexure – C

BA (Hons.) in Economics , Three-Year Programme

Academic Curriculum (2018-19 onwards), Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	**EM 371**	**Micro Economics - III**	3	-	-	3	3	25	25	50
	EM 381	**Public Finance-I**	3	-	-	3	3	25	25	50
	EM 391	**Elementary Econometrics**	3	-	-	3	3	25	25	50
	EM 303	**International Economics-I**	3	-	-	3	3	25	25	50
	EM 313	**Monetary Economics-I**	3	-	-	3	3	25	25	50
	EM 323	**Dissertation****	-	-	-	6				
		Sub Total	**15**	**-**	**-**	**21**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	**EM 372**	**Macro Economics - III**	3	-	-	3	3	25	25	50
	EM 382	**Public Finance-II**	3	-	-	3	3	25	25	50
	EM 392	**Applied Econometrics**	3	1	-	4	3	25	25	50
	EM 304	**International Economics-II**	3	-	-	3	3	25	25	50
	EM 314	**Monetary Economics-II**	3	-	-	3	3	25	25	50
	EM 324	**Financial Economics**	3	1	-	4	3	25	25	50
		Sub Total	**18**	**2**	**-**	**20**				
		Total Credits	**101**	**15**	**4**	**124**				
	GE 306	Proficiency (Non-Credit) #				1				

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE*** *: End Term Examination*

** Course Work (CW) would include regularity, evaluation of assignments, surprise tests, etc.*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***Evaluation of Dissertation would comprise of Project Report and Viva-voce.*

COURSE DESCRIPTION

BA (Hons.) in Economics

Autumn Semester-First Year

EM 191 Principles of Economics-I 3-1-0-4

Basic Concepts of Economics: Scope, Fields and Methods of Economics, The Economic Policy, PPF, Different economic systems, Graphs and its uses, Slope: nature and measurement, Demand and supply and their determinants, Market Equilibrium, Price rationing and alternative Rationing Mechanisms, Price Elasticity and its determinants [12]

Consumption and Production: Utility, Diminishing MU, Meaning and Properties of Indifference curves, Budget constraints, Consumers' optimum choice, Income and Substitution effects, Consumer Surplus, Production, Productivity, Behaviour of profit maximizing firms, Production Functions with one variable factor and with two variables factor of production, Isoquant and Isocost lines [13]

Perfect and Imperfect Market: Cost and Revenue Functions: Accounting and Economic costs, Costs in the short run, Fixed costs, variable costs, Marginal costs, Long run AC and MC, TR,MR,AR, Output decision taking Costs and Revenues (Total and Marginal methods), Features of Perfect and Imperfect Perfect Competition [8]

Input Markets: Input Markets: Labour, Land and Capital Markets, Demand for inputs, Diminishing Returns, Marginal Revenue Product, Input demand curve, Labour Market and demand for labour, Shifts in input demand curves, Land markets and rent, Capital Market, Capital Income-Interest and profit [9]

International Economics: Trade surpluses and deficits, The economic basis for trade--absolute advantage and comparative advantage, Terms of trade, Exchange rates, Trade Barriers--tariffs, subsidies and quotas, The cases for free trade or protection [10]

Text Book:

1. Case Karl E. and Fair Ray C. Principles of Economics, Pearson Education Asia.

References:

1. Mankiw N. Gregory. Principles of Economics, Thomson.
2. Stiglitz J.E. and Walsh C.E. Principles of Economics, W.W. Norton & Co, New York.

EM 161 Mathematics for Economics-I 3-1-0-4

Basic Concepts: Sets and set operations, Real Numbers, Ordered pairs, Cartesian products, Intervals, Some properties of Point Sets in R^n – Euclidean distance, Neighbourhood, Boundary point of a set, Open, closed and bounded sets, Convex combination, Convex sets, Interior points, Strict convexity vs weak convexity	[10
Relations and Functions: Types of functions: polynomial functions- linear, Quadratic, Cubic and n^{th} degree polynomial, Rational functions, Rectangular hyperbola, Power, Exponential and logarithmic functions, Composite functions, The inverse function, Sequence and series- the concept of convergence of a sequence and its limit at a point, Properties of a convergent sequence, Series- arithmetic, geometric and harmonic	[10]
Differential Calculus: Univariate calculus, Continuity of a function, The concept of slope of a function, Derivative of a function, Conditions for differentiability, Rules of differentiation: sums, products and quotients of functions, Composite functions and the Chain Rule, Inverse functions, Derivative of different types of functions, Indeterminate forms and L'Hospital's Rule, Second and higher order derivatives, Applications to verify concavity and convexity, Taylor's series formula and the mean value theorem	[14]
Linear Algebra: Systems of linear equations: properties of their solution sets, Matrices: addition, product, rank of a matrix, Determinants and their properties, Inverse of a matrix, Application of Cramer's rule for solution of a system of linear equations	[8]
Vector Spaces: Algebraic and geometric properties, Scalar products, Basis of a vector space, Orthogonality, Linear transformations: properties, The Eigenvalue problem, Spectral decomposition of a square matrix, Quadratic Forms- positive/negative definite, Semi-definite and indefinite forms	[10]

Text Book:

1. Chiang Alpha C. and Wainwright Kevin (2013). Fundamental Methods of Mathematical Economics, McGraw Hill.

References:

1. Sydsaeter Knut and Hammond Peter J. Mathematics for Economic Analysis, Pearson Educational Asia.
2. Silberberg Eugene and Suen Wing. The Structure of Economics: A Mathematical Analysis, Irwin McGraw Hill.
3. Hoy, Michael, John Livernois, Chris Mckenna, Ray Rees and Thanasis Stengos, Mathematics for Economics, PHI Learning.
4. Alpha C. Chiang(1984). Fundamental Methods Of Mathematical Economics. (New Delhi: MC graw Hill, International Book Company).
5. Edward T. Dowling(1980). Introduction to Mathematical Economics (New Delhi: Tata MCgraw-Hill publishing company Ltd.).

EM 171 Statistics for Economics-I 2-1-2-4

Measures of Central Tendency: Arithmetic Mean, Median and Mode, Properties of Arithmetic Mean, Graphical Location of Median and Mode, Comparison of Mean, Median and Mode, Geometric and Harmonic Mean [10]

Index Number: Their Concept as Weighted Averages, Problems in the Construction of Index Numbers, Chain Index, Cost of Living Index Number , Wholesale Price Index and Cost of Living Index in India, Base Shifting, Uses of Index Numbers [8]

Dispersion, Skewness and Kurtosis: Range, Quartile Deviation, Mean Deviation and Standard Deviation, Properties of Standard Deviation, Comparison of Different Measures of Dispersion, Measures of Relative Dispersion-- Curve of Concentration [10]

Measurement of Inequality: Gini Coefficient and Coefficient of Variation/Lorenz Curve, Measures of Skewness and Kurtosis, The Concept of Moments [8]

Correlation Analysis: Elementary Analysis of Linear Correlation: Covariance, Scatter Diagram, Coefficient of Simple Correlation– Properties and the Method of Calculation, Concept of Spearman's Rank Correlation [8]

Regression Analysis: The Concept of Regression, Regression Lines and their Estimation in a Bivariate series, Least Squares Method, The Concept of R^2 and Standard Error of Estimate [8]

Text Book:

1. Gupta, S.P. Statistical Methods, Sultan Chand & Sons, New Delhi.

References:

1. Goon A. M, Gupta M. K. and Dasgupta B. Fundamentals of Statistics, Vol-I World Press, Kolkata.
2. Mood. A. M, Graybill, F A. and Boes D. C. Introduction to the Theory of Statistics, McGraw Hill.
3. Mukyopadhyay P. Mathematical Statistics. Kolkata Publishing House.
4. Murray R. Speigel Theory & Problems of Statistics, Schaum's Publishing Series.
5. Nagar and Das, Basic Statistics, OUP.
6. Gupta, S.C. and Kapoor, V. K. Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.

EL 101 Foundation Course in English 2-0-0-2

Sentence Structure: Elements of a sentence (Subject, Verb, Object, Complement and Adjunct) [4]

Transformation of Sentence Structure: Degrees of adjectives, Active and Passive Voice (statement, negative, interrogative and imperative), Direct and Indirect narration (statement, negative, interrogative and imperative) [4]

Correct Usage of Language: Tenses (Present, Past and Future), Modals (can, could, will, would, shall, should, may, might, must, ought to, need) Phrasal verbs, Determiners (a, an, the, little, a little, few, a few, much, more, most) [4]

Writing Skills: Theme (Paragraph) writing, Letter (formal, informal, business letters) and application writing, report writing, résumé writing [6]

Common Errors in Effective Communication: How to avoid common sentence– structural errors, vocabulary and pronunciation [4]

Reading Comprehension: Efficient reading and note taking. [4]

Text Book:

1. Leech Geoffery, English Grammar for today, Longman, Delhi.

References:

1. Hornby A.S.: A Guide to patterns and usage, Oxford University Press, Delhi.
2. Murphy and Reynold: Essentials of English grammar, Cambridge University Press.
3. Wren & Martin: English Grammar & Composition, S.Chand & Co, Delhi.
4. Quirk & Greenbaum: University English Grammar, Longman Publications.
5. Sharma, R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi.

MD 003 Environmental Studies 3-1-0-4

Environmental Science: Definition, scope and importance, Multidisciplinary nature [2]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); geneenvironment interaction; Endangered and endemic species of India [6]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature Suggested Case studies: i) Cultural Basics of our Environmental Crisis: ii) Ecofeminism [6]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources Suggested Case Studies: i) What has posterity ever done for me? ii) Energy policy and further future: The identity problem [6]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. Suggested Case Studies i) The tragedy of the commons: ii) We all live in Bhopal iii) The Silent Spring; [6]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health. Suggested Case Studies: i) Earth the Crowded Planet ii) Famine Affluence and morality iii) The world food supply [6] Protection and Prevention of Environment [6]

Protection and Prevention of Environment with Special intervention: Environment Protection and the Law: Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of [6]

natural resources (water, forests, mines, oil). Primary Protective Laws: Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010. Secondary Laws: Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it

Sustainable Development (Objective and Application): Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics Case studies a. Management Sciences: Carbon Credits and Trading, green marketing and cause related marketing b. Science and Engineering Issues: Organic farming, Renewable energy. c. Built Environments: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies d. Sustainable fashion: Online study of eco-fashion brands; how India can lead? e. Judicial activism [11]

Field Trip & Report writing: (Any one of the following) i) Visit to renewable energy site ii) Visit to biodiversity park iii) Workshop on sustainable fashion iv) Shekhawati and its environment v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

Text Books:

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001).
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004).

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015).
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986).
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973).
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press.
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987).
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992).

EM 181 Economic History of India 1857-1947 3-0-0-3

Introduction: Colonial India: Background and Overview of colonial economy, Macro Trends: National Income, Population, Occupational structure [11]

Agriculture and Industry: Agrarian structure and land relations, Agricultural markets and institutions – credit, commerce and technology, Trends in performance and productivity, Famines, Railways, The de-industrialisation debate, Evolution of entrepreneurial and industrial structure, Nature of industrialisation in the inter war period, Constraints to industrial breakthrough, Labor relations [15]

Economy and State in the Imperial Context: The imperial priorities and the Indian economy, Drain of wealth, International trade, capital flows and the colonial economy – changes and continuities, Government and fiscal policy [13]

Text Book:

1. Tirthankar Roy, The Economic History of India 1857-1947, Oxford University Press, 3rd edition, 2011.

References:

1. Irfan Habib, Indian Economy 1858-1914 (A People‘s History of India), Vol.28, Tulika.
2. R Dutta and K P M Sundaram: Indian Economy, S Chand.
3. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
4. Mishra and Puri: Indian Economy, Himalaya.

Spring Semester-First Year

EM 162 Principles of Economics-II 3-1-0-4

Introduction to Macroeconomics: The roots of macroeconomics, Difference between micro and macro economics, Macroeconomic concerns, Role of government in the macro economy, Components and Methodology of the macro economy, National Income Accounting, Black economy,The Classical System: The Full-Employment Model: Macroeconomic Equilibrium, the labour market, the product market, the capital market, extending the full employment model [18]

The Simple Keynesian Model: Aggregate expenditure and equilibrium output--aggregate output and aggregate income, Equilibrium aggregate output, Government participation in the economy, Fiscal policy at work--The Multiplier effect, Money in the Modern Economy, Characteristics of a monetary economy, The demand for money, The supply of money and overall liquidity position, Credit creation [16]

Inflation and Open Economy: The causes of inflation, Level of prices and the value of money, Fisher effect, Cost of inflation, Balance of Payments--The current and capital account, Determining equilibrium output in an open economy, Open economy with flexible exchange rates--Markets for foreign exchange, Factors affecting exchange rates, Effects of exchange rates on the economy [18]

Text Book:

1. Mankiw N. Gregory. Principles of Economics, Thomson.

References:

1. Stiglitz J.E. and Walsh C.E. Principles of Economics, W.W. Norton & Co, New York.
2. Stone R. and Stone G. National Income and Expenditure, Bowes and Bowes London.
3. Case Karl E. and Fair Ray C. Principles of Economics, Pearson Education Asia.

EM 172 Mathematics for Economics-II 3-1-0-4

Optimization: Necessary conditions for unconstrained maxima and minima, Points of inflection, Second order conditions, Optimization over an interval, Multivariate calculus: partial and total differentials of first and second order Applications to verify convexity/ concavity and quasi-convexity/quasi-concavity, Unconstrained optimization- first order conditions for optimization, Second order conditions, Constrained optimization with equality constraints: Lagrange method- first and second order conditions	[19]
Integral Calculus: Techniques of integration- substitution rule and integration by parts, Riemann integral- partition over an interval and Riemann Sum, Integrability of a function, fundamental theorem of integral calculus, properties of definite integrals, Improper integrals- applications in measuring consumer surplus and present value of an indefinite stream of payments under continuous discounting	[18]
Dynamics Methods: Linear first-order difference equations, Non-linear first order difference equations, Linear second order difference equations, Linear first order differential equations, Non-linear first-order differential equations, Linear second order differential equations	[15]

Text Book:

1. Chiang Alpha C. and Wainwright Kevin (2013). Fundamental Methods of Mathematical Economics, McGraw Hill

References:

1. Sydsaeter Knut and Hammond Peter J. Mathematics for Economic Analysis, Pearson Educational Asia.
2. Silberberg Eugene and Suen Wing. The Structure of Economics: A Mathematical Analysis, Irwin McGraw Hill.
3. Hoy, Michael, John Livernois, Chris Mckenna, Ray Rees and Thanasis Stengos, Mathematics for Economics, PHI Learning.
4. Alpha C. Chiang(1984). Fundamental Methods Of Mathematical Economics. (New Delhi: MC graw Hill, International Book Company).
5. Edward T. Dowling(1980). Introduction to Mathematical Economics (New Delhi: Tata MCgraw-Hill publishing company Ltd.).
6. RGD Allen(1986). Mathematical Analysis for Economists (New Delhi: Macmillan India Ltd).

EM 182 Statistics for Economics-II 2-1-2-4

Sampling Theory and Probability: Methods of sampling, Types, Properties of random samples, Non-random sampling, Sampling vs. non-sampling errors, Probability: Concepts of Sample Space and Events, Probability of an Event, Addition and Multiplication Theorems, Conditional Probability and Independence of Events, Bayes theorem [15]

Probability Distributions: Concept of a Random Variable, Discrete and Continuous Random Variable, Probability Density Function, Mathematical Expectation and its Properties, Sampling Distribution of Sample Mean and Variance, Theoretical Distributions: Binomial, Poisson and Normal distribution-its properties, Central Limit Theorem [17]

Estimation and Hypothesis Testing: Parameter and statistic, Estimates and estimators, Point estimators and its properties, Confidence intervals for population parameters, Hypothesis: null vs alternative hypotheses, Type I and Type II errors, Power of a test, Concept of degrees of freedom, Hypotheses testing related to population parameters based on *Z-test, t-test, χ^2-test, and F-test* [20]

Text Book:

1. Gupta, S.P. Statistical Methods, Sultan Chand & Sons, New Delhi.

References:

1. Goon A. M, Gupta M. K. and Dasgupta B. Fundamentals of Statistics, Vol-I World Press, Kolkata.
2. Mood. A. M, Graybill, F A. and Boes D. C. Introduction to the Theory of Statistics, McGraw Hill.
3. Mukyopadhyay P. Mathematical Statistics. Kolkata Publishing House.
4. Murray R. Speigel Theory & Problems of Statistics, Schaum's Publishing Series.
5. Nagar and Das, Basic Statistics, OUP.
6. Gupta, S.C. and Kapoor, V. K. Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.

BM 162 Business Communication 3-0-0-3

Introduction: Basic forms of communication, Communication models and processes, Effective communication, Theories of communication, Audience analysis	[5]
Corporate Communication: Formal and Informal Communication networks, Grapevine, Miscommunication (Barriers), Improving Communication, Practices in Business Communication and Group discussions	[6]
Report Writing: Introduction to a proposal, Elements of a Report, Short report and formal report, Report Preparation and Presentation	[3]
Oral Presentation: Principles of oral presentations, Factors affecting presentation, Sales presentation, Training presentation, Conducting surveys, Speeches to motivate, Effective presentation skills and , Individual and group presentations	[8]
Non-Verbal Aspects of Communication: Body language, Kinesics, Proxemics, Para language	[3]
Effective Listening: Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars	[7]
Interviewing Skills: Appearing in interviews, Conducting interviews, Writing resume and Letter of Application, Mock interviews	[5]
Modern Forms of Communication: Fax, E-mail, Video-conferencing and their uses in business	[2]

Text Book:

1. Kaul, Business Communication, Prentice Hall, New Delhi.

References:

1. Gupta, C.B., Business Communication, Sulthan Chand & Sons, New Delhi.
2. Rajendra Pal and Korlhalli J.S., Essentials of Business Communication , Sultan Chand & Sons, New Delhi.
3. Nirmal Singh, Business Communication Principles, Methods and Techniques - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Sharma, R.C., and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw McGraw-Hill Publishing Company Limited, New Delhi

CA 141 Application Software Laboratory 0-0-4-2

Introduction: MS office: MS word, Excel, and Powerpoint	[4]
MS WORD: Creating and Designing a Document, Entering text, Word excercise	[7]
Excel: Entering numbers and formulas, Excel excercise	[8]
Powerpoint: Moving and inserting text, Chart organization, Powerpoint excercise	[7]

Text Book:

1. P.K. Sinha, " Fundamentals of Computers", BPB Publication, New Delhi.

References:

1. Peter Norton's, "Introduction to Computers", TMH, New Delhi.
2. R. K Taxali, "PC Software for Windows", TMH, New Delhi.
3. Coutrer, "Mastering Office 2000", BPB Publication, New Delhi.
4. V.Rajaraman, "Introduction to Computer", PHI, New Delhi.

EM 192 Environmental Economics 3-0-0-3

Introduction: Key environmental issues and problems, Economic way of thinking about these problems, Basic concepts from economics, Pareto optimality and market failure in the presence of externalities, Property rights and other approaches [12]

The Design and Implementation of Environmental Policy: Overview, Pigouvian taxes and effluent fees, Tradable permits, Implementation of environmental policies in India and international experience, Transboundary environmental problems, Economics of climate change [12]

Environmental Valuation Methods and Applications: Valuation of non-market goods and services--theory and practice, Measurement methods, Cost-benefit analysis of environmental policies and regulations [8]

Sustainable Development: Concepts, Measurement, Perspectives from Indian experience [7]

Text Book:

1. Roger Perman, Yue Ma, Michael Common, David Maddison and James McGilvray, Natural Resource and Environmental Economics, Pearson Education/Addison Wesley, 4th edition, 2011.

References:

1. Charles Kolstad, Intermediate Environmental Economics, Oxford University Press, 2nd edition, 2010.
2. Robert N. Stavins (ed.), Economics of the Environment: Selected Readings, W.W. Norton, 6th edition, 2012.
3. Robert Solow, An Almost Practical Step toward Sustainability, Resources for the Future 40th anniversary lecture,1992.

Autumn Semester-Second Year

EM 241 Micro Economics-I 3-1-0-4

Consumer's Choice: Consumer preferences, Utility function-ordinal, and cardinal utility, Indifference curves and its properties , Indifference curve in case of -- Perfect substitutes, Perfect complements, Bads, Neutrals, Satiation, Discrete goods and well behaved preferences, Marginal utility and Marginal rate of substitution, Constructing a utility function from indifference curves, Budget constraint, Changes in budget line, Effect of taxes, subsidies, and rationing, Optimal choice and consumer demand in ordinal preferences, optimal choice under different goods and preferences [14]

Demand: Normal and inferior goods, Income offer curve and the Engel Curve, Shapes of income offer curves and Engel Curves in cases of- Inferior good, Perfect substitutes, Perfect complements, Cobb-Douglas preferences, Homothetic preferences, Quasi-linear preferences, Ordinary goods and Giffen goods, Price offer curve and its shapes in different conditions, Inverse demand function, Slutsky and Hicks equation, Compensated demand curves, Consumer's surplus: Marshallian and Hicksian [13]

Production: Inputs and outputs, Technological constraints and production set, Law of variable proportions, Law of returns to scale, Cobb-Douglas production function and its properties [12]

Cost: Fixed and quasi-fixed cost, Sunk cost, Variable costs, Marginal cost, Long-run costs- LAC and LMC, Economies and diseconomies of scale of Production, Dynamic changes in costs-the Learning Curve Profit maximization and cost minimization for a firm in short-run and long-run [13]

Text Book:

1. Ahuja H. L: Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press

EM 251 Macro Economics-I 3-1-0-4

National Income: Concepts of National Income, Rules and Methods of Measurement of National Income, Circular Flow of Income and expenditure in two, three, and four-sector economy, Measuring Inflation rate and Unemployment rate, The Relation between GDP Gap, Inflation rate and unemployment Gap [17]

Classical Macroeconomics: The aggregate supply function-Production function and aggregate supply curve, Say's law of markets, Output and Employment in classical theory, Quantity theory of money and aggregate demand function, classical model with and without saving and investment, Keynes' objection to the classical theory [17]

Keynesian Macroeconomics: Keynesian equilibrium, the consumption function, Effective demand, The multiplier, The simple Keynesian model of income and output determination, Keynes' fundamental psychological law of consumption and its implication, Government participation in the economy, Fiscal policy at work-The Fiscal Multiplier effect [18]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 261 Development Economics-I 3-1-0-4

Economic Growth and Development: Meaning of development and growth, Characteristics of less developed countries, Factors in Economic development, Measuring development and development gap — per capita income, inequality of income and wealth, Gini coefficient, Human Development Index , Physical Quality of Life Index, and other indices of development [17]

Theories of Economic Development: Classical (Smith, Ricardo, Malthus), Marxian – Theory of Social change, Immutable laws, Crisis in capitalism, Schumpeter and capitalist development, Rostow's stages of growth [15]

Approaches to Economic Development: Partial theories of growth and development, Vicious circle of Poverty, Circular causation, Theory of unlimited supply of labour, Big push, Balanced growth, Unbalanced growth, Circular causation theory, Critical Minimum Effort Thesis, Low level of equilibrium trap, Dualism: Technical, Behavioural and Social [20]

Text Book:

1. Ghatak, S. An Introduction to Development Economics, Allen and Unwin, London.

References:

1. Adelman, I. Theories of Economic Growth and Development. Stanford University.
2. Chenery, H. and T.N. Srinivasan (Eds) Handbook of Development Economics, Vols 1 & II Elsevier, Amsterdam.
3. Kindleberger, C. P. Economic Development, McGraw Hill, New York
4. Myint, H. Economic Theory and Underdeveloped Countries. Oxford University Press, New York.
5. Thirwal, A. P. Growth and Development, Macmillan, U. K.

EM 271 Data Analysis-I 1-0-4-3

Describing Data: Construction of graphs and its interpretation, Measure of central tendency-- Mean, Median and Mode and its interpretation, Measures of Deviation and Dispersion, and its uses in economic theory, Skewness and Kurtosis, Dot and Box plots and its explanation on Excel and SPSS statistical Package [18]

Bivariate Analysis: Correlation and its coefficient, Coefficient of determination, Testing the significance of the coefficient of correlation, Least square principle, Drawing the regression line, Assumption underlying linear regression on Excel and SPSS statistical Package [21]

Text Books:

1. Darren, G.: SPSS for Windows Step by Step: A Simple Guide and References 18.0 update (11th edition), Prentice Hall, New Delhi.
2. Lind, Marchal and Wathen: Basic Statistics for Business & Economics, McGraw Hill, New Delhi.

References:

1. Jaggia and Kelly : Business Statistics, McGraw Hill, New Delhi.
2. Bowerman, O'Connell and Murphree : Business Statistics in Practice, McGraw Hill, New Delhi.
3. Doane and Seward: Applied Statistics in Business and Economics, Tata McGraw-Hill, New Delhi.
4. Davis and Pecar: Business Statistics using EXCEL, Oxford University Press, New Delhi.

EM 231 Indian Economy-I 3-0-0-3

Colonialism and Underdevelopment of the Indian Economy: Meaning of Colonialism, British Rule and the Exploitation of India, The British Rule and India's Underdevelopment, State Policies and Economic Underdevelopment, The theory of drains — its pros and cons, Indian Economy at the Time of Independence, Planning exercises in India - National Planning Committee, Bombay Plan, People's Plan, Gandhian Plan, The Planning Commission [10]

Structure of the Indian Economy: Nature of the Indian Economy- Developing, Dualistic and Mixed Economy, Natural Resources and Ecological Issues- Land, water, Mineral and forest resources, Ecological Imbalance [07]

Broad demographic features: Population size and growth rates, Sex composition, Rural-urban migration, Occupational distribution, Problem of over-population, Population policy, Infrastructure development - Energy, Energy Crisis and Strategy, Transport and Communication [10]

Planning in India: Objectives, Strategy, Broad achievements and failures, Current Five Year Plan — Objectives, allocation and targets, New economic reforms — Liberalization, privatization and globalization, Rationale behind economic reforms, Progress of privatization and globalization [12]

Text Book:

1. Mishra and Puri (Latest Edition): Indian Economy, Himalaya Publication, New Delhi.

References:

1. R Dutt and K P M Sundaram: Indian Economy, S Chand.
2. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
3. Planning Commission: Eleventh Five Year Plan, Vol I, II and III, Academic Foundation.
4. Government of India: Economic Survey (latest issue).

Spring Semester-Second Year

EM 242 Micro Economics-II 3-1-0-4

Analysis of Competitive Markets-I: Properties of Perfect Competition, elasticity and market demand, Elasticity and revenue, Income elasticity and Cross elasticity, Pure competition, Supply decision of a competitive firm, Shut-down condition, Inverse supply function, Profits and producer's surplus in the short run, Long-run supply curve of a competitive firm, Industry supply curve in the short-run, Elasticity and market supply, Industry long-run supply curve, Profits and producer's surplus in the long-run [18]

Analysis of Competitive Markets-II: Evaluation of government policies- consumer and producer surplus, Efficiency of a competitive market, Minimum prices, Price support and Production quotas, Competitive factor market- the market demand and market supply of inputs, Equilibrium in a competitive factor market [16]

Monopoly, Monopsony and Monopolistic Market: Characteristics of Monopoly, Output decision of a monopolist- short-run and long-run equilibrium, Equilibrium of a multiplant Monopolist, Monopoly power and its sources, Deadweight loss from monopoly power, Natural monopoly, Monopsony and monopsony power, Price discrimination, Selling cost and excess capacity in monopolistic competition [18]

Text Book:

1. Ahuja H. L. Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press

EM 252 Macro Economics-II 3-1-0-4

Theories of Consumption and Investment: Consumption function, Absolute, relative, permanent and life cycle income hypothesis, Decisions to invest- Autonomous and Induced investment, MEC and MEI schedule, Profit and accelerator theories of investment, Rate of interest and Rate of investment, Role of finance beyond the interest rate [18]

Neo-classical and Keynesian Synthesis: Neo-classical and Keynesian views on interest, IS-LM approach of interest rate, Elasticity and shifts of IS and LM schedules, Extension of IS-LM model with government sector, Relative effectiveness of monetary and fiscal policies, Crowding out hypothesis, Extension of IS-LM models with labour market and flexible prices [17]

Open Economy Models: International flows of capital and goods, Saving and investment in an open economy, Mundell-Fleming model - Asset markets, Expectations and exchange rates, Open economy under floating and fixed exchange rates, Open economy and policy measures: fiscal, monetary and trade policies [17]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 262 Development Economics-II 3-1-0-4

Economic Development and Institutions: The choice of technology, Appropriate technology and employment in LDCs, Efficiency of small-scale vs. large-scale production, Markets and market failure, State and state failure, Issues of good governance, Need for investment criteria in LDCs: Types, Cost Benefit Analysis, Alternative investment criteria [17]

International aspects of Economic Development: International trade as an engine of growth, Static and dynamic gains from trade, Prebisch, Singer and Myrdal theses vs. free trade, Export-led growth, Tariffs and effective protection, WTO and developing countries, External resources, FDI, Aid vs. trade, Need for planning, Types – Democratic, Decentralized and Indicative planning, Micro-level planning [17]

Development and Environment: Environment- Economy linkage, Environment as a necessity and luxury, Population environment linkage, Allocation problem, Market failure for environmental goods, Environment as a public good, Common Property Resources, Property right approach to environmental problem-property rights approach, Property rights and environmental problems, Coarse theorem, Coarse theorem and transaction cost, Prevention, Control and abatement of pollution, Concept and indicators of sustainable development [18]

Text Book:

1. Ghatak, S: An Introduction to Development Economics, Allen and Unwin, London.

References:

1. Todaro, M. P. Economic Development, Longman, London.
2. Thirwal, A. P. Growth and Development, Macmillan, U. K.
3. Kindleberger, C. P. Economic Development, McGraw Hill, New York.
4. Myint, H. Economic Theory and Underdeveloped Countries. Oxford University Press,New York.
5. Adelman, I. Theories of Economic Growth and Development. Stanford University Press, Stanford.
6. Behrman, S. and Srinivasan T. N. Handbook of Development Economics. Vol.I to III, Elsevier, Amsterdam.
7. Mishra and Puri: Growth and Development, Himalya Publishing House, Delhi.

EM 272 Data Analysis-II 1-0-4-3

Multivariate Analysis: Multiple regression and correlation analysis, Multiple standard error of estimate, ANOVA table and its interpretation, Adjusted coefficient of determination, Evaluating the assumption of Multiple regression on Excel and SPSS statistical package [21]

Hypothesis Tests: One-tailed and Two-Tailed tests of significance: *t-test, ANOVA, Chi-Square-test* and explanation of result on Excel and SPSS statistical package [18]

Text Books:

1. Lind, Marchal and Wathen: Basic Statistics for Business & Economics, McGraw Hill, New Delhi.
2. Darren, G.: SPSS for Windows Step by Step: A Simple Guide and References 18.0 update (11th edition), Prentice Hall, New Delhi.

References:

1. Jaggia and Kelly : Business Statistics, McGraw Hill, New Delhi.
2. Bowerman, O'Connell and Murphree : Business Statistics in Practice, McGraw Hill, New Delhi.
3. Doane and Seward: Applied Statistics in Business and Economics, Tata McGraw-Hill, New Delhi.
4. Davis and Pecar: Business Statistics using EXCEL, Oxford University Press, New Delhi.

EM 232 Indian Economy-II 3-0-0-3

Important Areas of Concern: Poverty and inequality, Unemployment, Rising prices, Industrial relations [07]

Agriculture: Nature and importance, Trends in agricultural production and productivity, Factors determining productivity, Land Reforms, New agricultural strategy and green revolution, Rural credit, Agricultural marketing [10]

Industry: Industrial development during the planning period, Some Major Industries in India-Iron and Steel, Sugar Industry. Industrial licensing policy — MRTP Act, Competition Act, FERA and FEMA, Growth and problems of small-scale industries, Role of public sector enterprises in India's industrialization [10]

External Sector: Role of foreign trade, Trends in exports and imports; Composition and direction of India's foreign trade, Balance of payments crisis and the New economic reforms — Export promotion measures and the new trade policies, Foreign capital — FDI, Aid, Multinational corporations (MNCs) [12]

Text Book:

1. Mishra and Puri (Latest Edition): Indian Economy, Himalaya Publication, New Delhi.

References:

1. R Dutt and K P M Sundaram: Indian Economy, S Chand.
2. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
3. Planning Commission: Eleventh Five Year Plan, Vol I, II and III, Academic Foundation.
4. Government of India: Economic Survey (latest issue).

Autumn Semester-Third Year

EM 371 Micro Economics-III 3-0-0-3

Game Theory: Game Theory: The pay-off matrix of a game, Two person zero sum and constant – sum game, Pure strategy and saddle point solutions, Concept of Nash equilibrium, Method of dominance and mixed strategies, Prisoner's Dilemma and the Commons problem [12]

Oligopoly: Characteristics and sources of oligopoly, Price and Output Determination under Oligopoly, Duopoly, Kinked Demand curve, Collusive Oligopoly: Cartels-Joint profit maximization and market sharing; Price Leadership – model of low cost firm, large dominant firm and barometric price leadership, Concepts of single and multiple basing point price system [13]

General Equilibrium and Welfare Economics: Interrelations and Interdependence of Markets, General Equilibrium in Exchange and Production, General Equilibrium in Competitive Product Market, Pareto optimality, Competitive equilibrium and pareto optimality, Welfare theorems, Social welfare functions, Concept of fairness, Arrow's impossibility theorem [14]

Text Book:

1. Ahuja H. L: Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press.

EM 381 Public Finance-I 3-0-0-3

Public Goods: Meaning and scope of public finance, Public finance vs. private finance, Fiscal functions allocation, Distribution and stabilisation role of government, Public goods - pure and partial public goods, Private goods and merit goods, Characteristics of public goods, Rationale of public provision of public goods, Free rider problem and externality, Role of government – taxes vs. regulation, Fundamental principle of public finance – Maximum Social Advantage [12]

Public Expenditure: Classification and growth of public expenditure, Wagner's law of increasing state activity, Peacock- Wiseman Hypotheses, Canon of public expenditure, Effects of public expenditure on production, Distribution and economic activities, Public sector pricing policy-average cost and marginal cost pricing, Criteria for public investment- Social cost-benefit analysis, Evaluation under risk and uncertainty [13]

Public Revenue: Sources and classification of public revenue- tax and non tax revenue, Direct and indirect taxes, Effects of tax on production, Distribution and economic activities, Principles of taxation – Benefit theory, Ability to pay theory, Burden of taxation, Neutrality in taxation, Shifting and incidence of taxation, Taxable capacity, Allocative and equity aspect of taxation [14]

Text Book:

1. Tyagi, B.P. Public Finance (Latest edition), Jai Prakash Nath & Company, Meerut.

References:

1. Atkinson and Stiglitz. Lectures on Public Economics.
2. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
3. Musgrave, R.A, The Theory of Public Finance.
4. Houghton J. M. The Public Finance: Selected Reading, Penguin.
5. Goode R. Government Finance in Developing Countries. Tata McGraw Hill.
6. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
7. Musgrave, R.A. Public Finance in Theory and Practices. McGraw Hill.

EM 391 Elementary Econometrics 3-0-0-3

Introduction: Definition, Nature and Methodology of Econometrics [6]

Regression Models: Two-variable linear regression model, Assumptions, OLS method of estimation, Importance of stochastic error term, Gauss-Markov theorem, Standard Errors of regression coefficients, Concepts and derivation of R^2 and adjusted R^2, ANOVA, Normality assumptions, Maximum likelihood estimation, K-variable linear regression model, estimation of the model [18]

Problems in Regression Analysis: Multicollinearity- sources, effects, detection and solution; Heteroscedasticity- tests, consequences, solution; Autocorrelation- sources, consequences, detection, remedies [15]

Text Book:

1. Gujrati, D.N. & Sangeetha : Basic Econometrics, Tata McGraw Hill Education Private Limited, New Delhi.

References:

1. Koutsoyiannis, A.: Theory of Econometrics, Macmillan Press Ltd, London.
2. Johnston, J. & Dinardo, J.: Econometric Method, Wiley & Sons, New York.
3. Woolridge, J.F. : Introductory Econometrics: A Modern Approach, South-Western College Publication, Mason.
4. Gupta S.C and Kapoor V.K., Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.
5. Kmenta J., Elements of Econometrics, University of Michigan Press.

EM 303 International Economics-I 3-0-0-3

Importance of Trade and Trade Theories: Importance of the study of International Economics, Inter-regional and international trade, Theories of absolute advantage, Comparative advantage and opportunity cost, Factor Endowments and Heckscher-Ohlin theory of trade — its main features, assumptions and limitations, Empirical studies - Leontief Paradox, Rybzynski effect, Factor price equalization and Stolper-Samuelson Theorem [13]

Trade and Economic Growth: Gains from trade— their measurement and distribution, Technical Progress and International Trade, Growth and Trade: Small and Open country cases, Concepts of terms of trade and their importance in the theory of trade, Doctrine of reciprocal demand — its importance and limitations in the theory of trade [14]

International Trade Policy: Trade restrictions: Tariff, Partial Equilibrium analysis of Tariff, Theories of Tariff structure, Import Quotas and other Non-tariff barriers, Economic Integration: Customs Union and Free Trade Areas, WTO and India [12]

Text Book:

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London.

References:

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Walter, Krause : International Economics, Houghton Miffin Publisher, Boston.
5. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.
6. Mithani, D.M.: International Economics, Himalya Publishing House, Delhi.

EM 313 Monetary Economics-I 3-0-0-3

Demand for Money: Classical and Keynesian approaches to demand for money, Post-Keynesian approaches to demand for money — Patinkin and the Real Balance Effect, Approaches of Baumol and Tobin, Friedman and the modern quantity theory [13]

Supply of Money: RBI approach to money supply, High powered money and money multiplier, Money supply and open economy, Mechanistic and behavior model of money supply, Control of money supply [13]

Commercial Banking: Meaning, Functions of commercial banks, the process of credit creation and its limitations, Balance sheet of Commercial banks, Investment policy, Recent reforms in banking sector in India [13]

Text Book:

1. Hajela, T N (2008). Monetary Economics, Konark Publisher Pvt. Ltd., New Delhi.

References:

1. Lewis M. K. and P.D.Mizen (2000): Monetary Economics, Oxford.
2. Jadhav Narendra (2006): Monetary Policy, Financial Stability & Central Banking, Macmillan.
3. Baye and Jansen(1996): Money, Banking and Financial Markets, AITBS.
4. Gail E. Makinen (1978): Macroeconomics: Concepts, Theories and Policies, Money, The Price Level and Interest Rate, Prentice hall India Ltd.
5. David E.W.Laidler(1977): The Demand for Money: Theories & Evidence, Dun-Donnelly.
6. O. P. Kotwal (1987): Theories of Inflation: A Critical Survey, Tata-McGraw-Hill Publishing Co. Ltd.
7. Ackley G, (1978): Macroeconomics: Theory & Policy, New York, Macmillan.

Spring Semester-Third Year

EM 372 Macro Economics-III 3-0-0-3

New Classical Macroeconomics: The new classical critique of micro foundations, New classical approaches- the Phillips curve, Natural rate of unemployment, Rational expectations, Lucas on micro foundation of macroeconomics, Policy implications of new classical approach — empirical evidence [14]

Theories of Growth: Harrod-Domar model- instability of equilibrium, Solow and Kaldor growth models, Technological progress - embodied and disembodied technical progress: Hicks and Harrod approach [12]

Business Cycle: Nature and characteristics of business cycle, Schumpeterian theory of business cycle, The concept of accelerator, Samuelson and Hicks multiplier-accelerator interaction model, Monetary and Overinvestment theories, Control of trade cycles [13]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 382 Public Finance-II 3-0-0-3

Public Debt: Sources of public borrowing, Importance of public borrowing, Effects of public debt, Tax vs. Debt, Burden of public debt-classical approach, Shifting of debt burden, Intergenerational shifting, Methods of debt redemption, Debt management [12]

Budget: Concepts, Balanced vs. unbalanced budget, Balanced budget theorem and its criticism, Budgetary deficits and their limitations, Budget as an instrument of Economic policy, Zero based budgeting, Salient features of the recent union budget of India [13]

Issues in Indian Public Finance: Black money, Taxation of agriculture, Subsidies, Tax reforms in India: DTC and GST, Tax evasion, Trends in deficit spending, Expenditure reform, Shrinking size of development finance through budgets, Financial autonomy: centre state financial relation [14]

Text Book:

1. Tyagi, B.P. Public Finance (Latest edition), Jai Prakash Nath & Company, Meerut.

References:

1. Atkinson and Stiglitz. Lectures on Public Economics.
2. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
3. Musgrave, R.A, The Theory of Public Finance.
4. Houghton J. M. The Public Finance: Selected Reading, Penguin.
5. Goode R. Government Finance in Developing Countries. Tata McGraw Hill.
6. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
7. Musgrave, R.A. Public Finance in Theory and Practices. McGraw Hill.

EM 392 Applied Econometrics 3-1-0-4

Regressions with Qualitative Independent Variables: Dummy variable technique — Testing structural stability of regression models comparing to regressions, Interaction effects, Seasonal analysis, Piecewise linear regression, Use of dummy variables, Regression with dummy dependent variables — Applications [16]

Time Series Analysis: Stationarity, unit roots, Co-integration-spurious regression, Dickey-Fuller test, Engle-Granger test, Random walk model, Forecasting with ARIMA modelling, Box-Jenkins methodology, Vector Autoregression, Problems with VAR modelling — Applications [19]

Panel Data Techniques: Panel data techniques — Random coefficients model, Fix effects model, Random effect model [17]

Text Book:

1. Gujrati, D.N. & Sangeetha : Basic Econometrics, Tata McGraw Hill Education Private Limited, New Delhi.

References:

1. Koutsoyiannis, A.: Theory of Econometrics, Macmillan Press Ltd, London.
2. Johnston, J. & Dinardo, J.: Econometric Method, Wiley & Sons, New York.
3. Woolridge, J.F. : Introductory Econometrics: A Modern Approach, South-Western College Publication, Mason.
4. Gupta S.C and Kapoor V.K., Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.
5. Kmenta J., Elements of Econometrics, University of Michigan Press.

EM 304 International Economics-II 3-0-0-3

Exchange Rate: Concept and Types of Exchange Rate, Fixed versus Flexible exchange rate, Demand for and Supply of foreign exchange, Exchange Rate Determination: Trade or Elasticity Approach, Purchasing-Power Parity Theory, The Monetary Model to Exchange Rates, Asset or Portfolio Model of Exchange Rates, [13]

Balance of Trade and Payments: Concepts and components of balance of trade and balance of payments, Equilibrium and disequilibrium in balance of payments, Consequences of disequilibrium in balance of payments, Various measures to correct deficit in the balance of payments, Monetary approach to Balance of Payments, Concept and implications of foreign trade multiplier [14]

International Economic Institution: Functions of GATT/WTO (TRIPS, TRIMS), UNCTAD, IMF, World Bank and Asian Development Bank — achievements and failures, Forms of economic co-operation, Reforms for the emergence of international monetary system and trading blocs at the global level [12]

Text Book:

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London.

References:

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Walter, Krause : International Economics, Houghton Miffin Publisher, Boston.
5. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.
6. Mithani, D.M.: International Economics, Himalya Publishing House, Delhi.

EM 314 Monetary Economics-II 3-0-0-3

Central Banking: Functions of a central bank, Quantitative and qualitative methods of credit control — The Reserve Bank of India: Roles and Functions, Monetary Policy of the RBI, Liquidity Adjustment Facility (LAF), Limitations of monetary policy of RBI [13]

Financial Markets: Structure of money market and capital market — Call money market, Treasury bill market, Commercial bill market including commercial paper and certificate of deposits, Government securities market, Primary and secondary market for securities [12]

NBFIs: Definition and Types of NBFIs: UTI, Mutual Funds, Insurance Companies, Provident Funds and Pension Funds, Growth and impact of NBFIs, Control of NBFIs, The Securities and Exchange Board of India - Genesis, Organization, Objectives and Functions, Performance of SEBI, IRDAI and its role in financial markets, Financial Sector reforms in India [14]

Text Book:

1. Hajela, T N (2008): Monetary Economics, Konark Publisher Pvt. Ltd., New Delhi.

References:

1. Lewis M. K. and P.D.Mizen (2000): Monetary Economics, Oxford.
2. Jadhav Narendra (2006): Monetary Policy, Financial Stability & Central Banking, Macmillan.
3. Baye and Jansen(1996): Money, Banking and Financial Markets, AITBS.
4. Gail E. Makinen (1978): Macroeconomics: Concepts, Theories and Policies, Money, The Price Level and Interest Rate, Prentice hall India Ltd.
5. David E.W.Laidler(1977): The Demand for Money: Theories & Evidence, Dun-Donnelly.
6. O. P. Kotwal (1987): Theories of Inflation: A Critical Survey, Tata-McGraw-Hill Publishing Co. Ltd.
7. Ackley G, (1978): Macroeconomics: Theory & Policy, New York, Macmillan.

EM 324 Financial Economics 3-0-0-3

Introduction: Evolution of limited liability companies, Alternative sources of fund for a firm, Debt and equity instruments of various types- a brief discussion of advantages and disadvantages associated with each type of instrument due to asymmetric information and agency problems -Concepts of Primary market and Secondary market	[11]
Concept of Present Value and its use in Finance: Time value of money and opportunity cost of capital, Investment decisions based on the concept of present value, Basics of bond valuation, Basic of stock valuation	[10]
Financial Statement Analysis: Analysis of financial statement and ratios, Accounting concepts, Profit and loss accounts and cash flow statements, Ratio analysis	[11]
Financial derivatives: Various forms of derivatives, Functioning of derivative markets	[8]

Text Book:

1. Gupta, S.B, Monetary Economics- Institutions, Theory and Policy, S. Chand & Sons, New Delhi.

References:

1. John Hull : Fundamentals of futures and options market, Prentice Hall; 5th edition.
2. P.Chandra : Financial management theory and practice, Mc Graw Hill, (2004)
3. Bharati.V. Pathak. The Indian Financial System : Markets , Institutions and Services, Pearson Longm, 2nd edition, (2007).
4. Bhole. LM.- Financial Institutions and Markets.

MODY UNIVERSITY

SCHEME OF STUDY

BBA AIRLINES AND AIRPORT MANAGEMENT
Version 2018 (Proposed)

School of Management Studies

Semester I

Year	Semester	Code	Subject	L	T	P	Credits
1	1	AAT -101	Introduction to Travel and Tourism	3	0	0	3
1	1	AAT -111	Managing Transport Operations	3	0	0	3
1	1	AAT -121	Emerging Indian Tourist Destinations	3	0	0	3
1	1	AAT -131	Tourism Resources of India	3	0	0	3
1	1	AAT -141	Management Concepts & Philosophies	3	0	0	3
1	1	AAT -151	Computer Application	3	0	0	3
1	1	AAP-161	Tourism Products: Asia, Australia & Africa	0	0	3	1.5
1	1	AAP-171	Indian Tourism Destinations	0	0	3	1.5
1	1	AAP-181	Computer Application Lab	0	0	2	1
1	1	UCT-143	Environment and Waste Management	2	0	0	2
1	1	AUC-001	Human Values & Professional Ethics	2	0	0	2
1	1	AAY-	Sports/ Yoga	0	0		1
1	1	AAY-	Arts/Fine Arts/ Music				1
Total				22	00	08	28

Semester II

Year	Semester	Code	Subject	L	T	P	Credits
1	2	AAT-102	Airlines and Tourism Operations	3	0	0	3
1	2	AAT-112	Emerging International Tourist Destinations	3	0	0	3
1	2	AAT-122	Automation in Tourism and Airlines Industry	3	0	0	3
1	2	AAT-132	Food and Beverage Service	3	0	0	3
1	2	AAT-142	Tourism Economics	3	0	0	3
	2	AAT-152	Human Resource Management	3	0	0	3
1	2	AAP-162	Food and Beverage Service Practical	0	0	3	1.5
1	2	AAP-172	Tourism Products: Europe & America	0	0	3	1.5
1	2	UCT-182	Communication Skills	3	0	0	3
1	2	UCP-192	Communication Skills Practical	0	0	2	1
1	2	AAY-	Sports/ Yoga	0	0	2	1
1	2	TTY-	Arts/ Fine Arts/ Music				1
Total				21	00	10	27

BBA-(Tourism & Travel Management)
Three-Year Programme
Academic Curriculum (2018-19 Onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	AAT-203	Geography of Tourism	3	-	-	3	3	25	25	50
	AAT-213	Customer Services	3	-	-	3	3	25	25	50
	AAT-223	Tourism Management	3	-	-	3	3	25	25	50
	AAT-233	Business Accounting	3	-	-	3	3	25	25	50
	Skill Enhancement Compulsory Courses									
		Foreign Language-I[#]	3	-	-	3	3	25	25	50
	MDC003	Environmental Studies	3	1	-	4	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	BS 251	Production & Operations Management	3	-	-	3	3	25	25	50
		Sub Total	**24**	**1**	**-**	**25**				
	GE 203	Proficiency (Non-Credit) [#]				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	AAT-204	Travel Agency & Tour Operations Business	3	-	-	3	3	25	25	50
	AAT-214	Organisational Behavior	3	-	-	3	3	25	25	50
	AAT-224	Tourism Planning & Development	3	-	-	3	3	25	25	50
	AAT-234	Tourism Organisations	3	-	-	3	3	25	25	50
	Skill Enhancement Course									
		Foreign Language-II[#]	3	-	-	3	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	BS 252	Business Ethics and Corporate Governance	3	-	-	3	3	25	25	50
		Sub Total	**21**	**0**	**0**	**21**				
	GE 204	Proficiency (Non-Credit) [#]				1				

BBA-(Tourism & Travel Management)
Three-Year Programme
Academic Curriculum (2018-19 Onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	AAT-305	Airlines Marketing	4	-	-	4	3	25	25	50
	AAT-315	Airport Operations	3	-	-	3	3	25	25	50
	AAT-325	Aviation Safety & Security	3	-	-	3	3	25	25	50
	AAT-335	Cargo Operations	4	-	-	4	3	25	25	50
	AAT-345	Airlines Operations	4	-	-	4	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Durati on Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	AAT-306	Study Tour & Study Report ; Viva Voce (3 Weeks)	-	-	-	3	-	-	-	50
	AAT-316	Summer Internship & Project Report; Viva Voce (10 Weeks)	-	-	-	10	-	-	-	100
		Sub Total	**13**	**-**	**-**	**13**	**-**	-	-	
		Total Credits	**128**	**-**	**-**	**128**				
	GE 306	Proficiency (Non-Credit) #				1				

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE :*** *End Term Examination*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***A student will go for Summer Internship after Second year and Evaluation of Summer Internship Project would comprise of Report and Viva - voce.*

Study Tour Report : 50% on report & 50% on Viva Voce.

Summer Internship Project Report : 50% on report & 50% on Viva Voce.

Note : - On the Job Training Report of Internship & viva-voce shall be a compulsory component for the students. Each student shall have to undergo 10-week or two-and-half months i.e. (Feb to Apr) training in Tourism, Travel and Hospitality Organizations under the guidance of a faculty advisor. The objective of this is to create a job opportunity for the students while undergoing training in Travel Agency, Tour Operation, Tourism Information Offices, Hotels/Resorts etc. Such training would help students to understand customer services along with administrative, financial and marketing aspects of travel business.

Semester I

Scheme Version – 2018	Introduction to Tourism and Travel	L	T	P	C
	Apply to Program: BBA AAM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT- 101	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This subject is designed to give the idea about the basic concepts used in the field of travel and tourism industry.				
Subject Outcome					
1	To upgrade the basic knowledge about the tourism sector				
2	To guide the concepts used in the travel industry.				

Unit I

Concept of Leisure, Recreation, Tourism, Tourist, Traveler, Visitor, Excursionist, Components of Tourism and its characteristics. Tourism as an Industry

Classification of Tourism and Tourist, meaning, definitions and characteristics. Different types of tourism- Inbound tourism, Outbound tourism, Domestic tourism; Mass tourism, International tourism etc. Typology of Tourists, Plog's typology of Tourist

Unit II

History of Tourism through ages, Silk Route**,** Grand tours, Thomas Cook and the development of tourism. Present scenario of the tourism industry.

Linkages of Tourism with other subjects Viz. History, Sociology, Geography, Management and Economics.

Unit III

Concept of Tourism Demand and Supply. Significance, Problem and Prospects of Tourism Demand factors affecting Tourism Demand and Supply. Travel Propensity, Impacts of Tourism – Economic Impacts, Socio-culture Impacts, Environmental impacts.

Reference books/ material:

1. McIntosh et.al.,*Tourism Principles*. Prentice Hall Publication.
2. Mill and Morrison, *Tourism System*. Prentice Hall Publication.
3. Negi, Jagmohan, *Tourism and Travel Concepts and Principles*. Gitanjali Publishing House.
4. Kamra, K.K. and M. Chand, *Basics of Tourism: Theory operation and practice,* Delhi: Kanishka Publication

Scheme Version – 2018	Managing Transport Operations	L	T	P	C
	Apply to Program: BBA AAM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT- 111	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This subject is designed to give the idea about the basic concepts are used in the transport business in the world and in India as well.				
Subject Outcome					
1	To guide the concepts used in the air and surface transport business				
2	To develop the concepts and operations of railways and waterways				

Unit – I

Evolution of tourist transport system - . Introduction to transport system - air, road, rail and water transport. Importance and Relationship between tourism and transport industry.

Challenges faced by tourism based transport system, Role of transport industry in making world a global village.

Unit II

Road transport: Approved tourist transport, car hire companies including rental car scheme and tourist-coach companies, Regional Transport Authority, road taxies, contract carriage, stage carriage, All India permits etc. Rail Transport: Introduction to Indian railway system, IRCTC- Role and services offered, Luxury trains in India- Palace on wheels, Shivalik express toy train, EURAIL- Network, types of passes etc.

Unit III

Air Transport: Types of airlines – Domestic, International, Inter Continental, Intra Continental, Regional, Charter etc. Major Airlines of India and international airlines. Functions of DGCA, IATA, ICAO &AAI, Services provided by Airlines- Difference b/w LCC and full service airlines.

Water Transport: Types of water transportation, historical past, cruise ships, ferries, hovercraft, river canal boats, Water transport as attractions, Inland Water Ways, International Cruise Liners- Star cruise Virgo, Disney cruise.

Reference books/ material:

1. ChuckY. Gee, Travel Industry
2. Stephen Page, Transport for Tourism
3. Mill, R.C. and Morrison,Tourism System
4. P.N. Seth, Successful Tourism Management

Scheme Version – 2018	Emerging Indian Tourist Destination	L	T	P	C
	Apply to Program: BBA AAM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT- 121	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This subject is introduced to give the knowledge about the Indian tourism along with the famous tourist destinations.				
Subject Outcome					
1	This will help to understand the nature resources.				
2	To give the professional information about the Hill stations of India				
3	This will help to understand about the beach based destinations of India.				

UNIT I

Indian Geography, physical and political features of Indian subcontinent, climatic conditions prevailing in India. Tourism resources and attractions in different states of India:

Rajasthan,
Uttrakhand,
Madya Pradesh,
Goa.

UNIT II

Natural Resources: Wildlife Sanctuaries, National Parks and Natural Reserves in India (Jim Corbett Tiger Reserve, Bharatpur Bird Sanctuary, Valley of Flowers, Kanha, Kaziranga, SasanGir, Dachigam, Ranthambhore and Keoladeo Ghana). Major wetlands of India.

UNIT III

Hill Stations: Study of Hill Station attractions and their environs with case studies of Mussoorie, Nainital,Munnar and Ooty. Beaches and Islands: Beaches in Goa, Kerala, Orissa. Andman Nicobar & Lakshdeep islands.

Reference books/ material:

1. Lonely Planet – India
2. JagmohanNegi – Travel Management
3. Indian Tourism Guide by Dr. AP Nanda

Scheme Version – 2018	Tourism Resources of India	L	T	P	C
	Apply to Program: BBA AAM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code AAT- 131	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	The course aims to provide a basic knowledge in different tourism products of India. India is a country with ample and diversified tourism resources and products to offer for both domestic and International Tourist's.				
Subject Outcome					
1	This course envisages discussion on tourism products like Cultural, Heritage				
2	This course envisages discussion on tourism products like Art and Architecture, Paintings, Classical dance forms and Music. Etc.				

Unit I

Tourism Products-Concept, Definitions, Classification, Characteristics of tourism Products.

Difference between tourism product and other consumer product.

Heritage & Pilgrimage Tourism - Classification, Art and Architecture, Historical Monuments, Religious and Spiritual Centers (Hindu, Buddhist, Jain, Muslim, Christian and Sikh).

Unit II

Cultural Tourism - Fairs and Festivals, Classical Dance and Music, Folk culture, Handicrafts and Handlooms, National Park and Sanctuary, World Heritage Sites in India, Museums and Art Galleries, Indian Cuisines.

Unit III

Emerging Forms – Adventure tourism: Land based, Aero based and Water based activities, Rural Tourism, Medical Tourism, Yoga and wellness Tourism, Eco Tourism, Event and Sports Tourism.

Reference books/ materials

1. S.P. Gupta (2002), Cultural Tourism in India, Indraprastha Museum of Art and Archaeology, New Delhi.
2. Tourism Products (Second edition): New Royal Book Company (2012) – Manoj Dixit and Charusheela.
3. Indian Tourism Products: Abhijeet Publications – Robinet Jacob, Sindu Joseph.
4. Awakening Indians to India: ChinmayaYuva Kendra.
5. The Wonder that was India: Al Basham

AAT-141 **Management Concepts & Philosophies** **3-0-0-3**

Course Objective

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Content

Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management. [08]

Planning: Types of Plan, Objectives of Planning, Planning process, SWOT, **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making. [12]

Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing. [12]

Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control. [07]

Text Books

1. Koontz, H. and Weihrich, H. *Essentials of Management*, Pearson Education.
2. Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi

References:

1. Luthans, F., "*Introduction to Management",* McGraw Hill.
2. Robbins, S. and Coulter, M.*Management,* Pearson Education.
3. Drucker P. F., *Practice of Management*, Mercury Books, London.
4. Griffin, R.W.,*Management Principles and Application*, Cengage Learning
5. Louis, A.Allen: Management and Organization; Mc Graw Hill, Tokyo.

Scheme Version – 2018	Computer Application	L	T	P	C
	Apply to Program: BBA AAM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT - 151	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	The basic objective of the course is to introduce the students to the computer and networking concepts, computer applications, and productivity software.				
Subject Outcome					
1	This will help in enhancing the knowledge of computer and its applications.				
2	To give exposure about the awareness of computer technology and its role in society				

UNIT: I

Computer Basics: Introduction, Characteristics of a Computer, Criteria for Using Computers, History of Computers, Generations of Computer, Classification of Computers, Applications of Computer, Basic Components of PC, Computer Architecture.

Hardware and Software: Introduction, Computer Memory, Secondary Memory, Computer Peripherals, Output Devices, Software requirements.

UNIT II:

Detailed Content : Video Display, Storage Devices, Power-supplies, Basic input and output system, Wi-Fi, Operating system.

Windows XP: Introduction, Features, Comparison between Professional and Home edition, Windows XP installation, Activating Windows XP, Security features of Windows XP, Accessing User Accounts, and Getting Help.

UNIT III:

Excel 2007: Introduction, Workbook, Worksheet, Formatting in excel, Advanced formatting in Excel, Working with formulas, Printing worksheets.

MS PowerPoint: Introduction, Creating a Presentation, Basic Formatting in PowerPoint, Advanced Formatting, Using Templates, Inserting charts, Inserting tables, Printing presentations.

Security and Networking: Introduction, Simple Fine Sharing, Internet Information Services, Peer to Peer Networking.

Reference books/ materials

1. C.S. French "Data Processing and Information Technology", BPB Publications 1998
2. P.K Sinha `Computer Fundamentals`, BPB Publications, 1992
3. Guy Hart-Davis "The ABCs of Microsoft Office 97 Professional edition", BPB Publications, 1998
4. Karl Schwartz, "Microsoft Windows 98 Training Guide", 1998

Scheme Version – 2018	Tourism Products: Asia, Australia & Africa	L	T	P	C
	Apply to Program: BBA AAM – I Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: AAP-161	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	The main objective of this course is to familiarize students with tourism based geography. The topic covered during practical will impart knowledge related to geographical features of the World.				
Subject Outcome					
1	This will help to identify the various locations of the Asia, Australia and Africa.				
2	The attractions for the international destinations.				

List of Practical:

- Locate and Label the countries of Asia and their capitals on the Map of Asia.
- Locate and label major attractions of Singapore on the map of Singapore/World.
- Locate and Man Made attractions of China on the Map of China/World
- Locate and label Tourist attractions of Indonesia on the map of Indonesia/World.
- Locate and label Sea port of Indonesia on the map of Indonesia/Asia.
- Locate and label Famous beaches of Indonesia on the map of Indonesia/Asia.
- Locate and label major attractions of Malaysia on the map of Malaysia/World.
- Locate and Label the countries of Africa and their capitals on the Map of Africa.
- Locate and label the national parks of South Africa on the Map of Africa/World.
- Locate and label the major tourist attractions of South Africa
- Locate and Label the Cities of Australia on the Map of Australia
- Locate and label the International Airports of Australia on the map of Australia/World
- Locate and label the Tourist attractions of Sydney on the map of Australia.
- Locate and label major cities of Turkey on the map of Turkey/World.
- Locate and label major Tourist attractions of Istanbul on the map of Turkey/World.

Reference books/ materials

1. Boniface, B.G. and Chris Cooper, The Geography of travel and Tourism, Oxford: Butterworth Heinemann.
2. International Geography for Travel and Tourism by John P. Wrades.
3. Pearce Douglas, Tourism Today: A Geographical Analysis; New York: Longman.
4. Seth P.N., Successful Tourism Management, (Vol.1), New Delhi: Sterling Publisher.
5. Specific Country Guide Books of Lonely Planet Publication

Scheme Version – 2018	Indian Tourism Destinations	L	T	P	C
	Apply to Program: BBA AAM – I Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: AAP - 171	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	The main objective of this course is to familiarize students with tourism based geography. The topic covered during practical will impart knowledge related to geographical features of India and World as well.				
Subject Outcome					
1	This will help to identify the various locations of India.				
2	To get the practical exposure about the tourism based location of India..				
3	To work on maps used in the field of travel and tourism.				

List of Practical:

1. Locate and label the political map of India and write brief information of India. Locate the political boundaries- International, States and District
    a. Capital of India and NCR
    b. States and its capitals
    c. Union Territories of India
    d. Major Cities
    e. Neighboring countries of India
2. Locate and label Physical Division of India
    a. Peninsular Region
    b. Indo-Gangetic Brahmaputra Region
    c. Himalayas
    d. Coastal Plains
    e. Desert
3. Locate and label wildlife sanctuaries, bird sanctuaries and national parks on map of India
4. Design and label the tourist map of India. Cite the following-
    a. Hill stations
    b. Beaches
    c. Adventure Destinations – Land, Air, Water
5. Design and label the tourist map of India. Cite the following-
    a. Historical Places, monuments & Museums
    b. Pilgrimage – Hindu, Buddhist, Jain, Muslim & Sikh
    c. UNESCO World Heritage Sites in India
6. Brief introduction of state of Punjab. Locate and label on map of Punjab the following
    a. Capital of Punjab and its main tourist attractions
    b. Tourist Circuits of Punjab
7. Label network of Air & surface Transportation of India.

8. Identify the major tourist circuits of India – The Golden Triangle. Mark on map and label the tourist destinations and attractions.

9. Locate and cite the Domestic and International Airport of India. Also collect information about top 10 Airports and Airport Lounge of World and mark them on the world map.

10. World At A Glance : Locate and label Continents & Ocean of World on world map

11. Study of Map
    a. Type of Maps
    b. Map Reading – Location, Longitude & Latitude, direction, scale
    c. Conventional sign & symbols
    d. Color Scheme in Topographic maps

12. Time Zone
    a. Greenwich Meridian Time
    b. International Date Line
    c. Calculating of time of any given location

13. Climatic Zone
    a. Climatic Zone of World and main tourist destination in different climatic zones
    b. Seismic Zone
    c. Direction of Monsoon wind
        I. Southwest Monsoon (The Arabian Sea to the Bay of Bengal)
        II. North-East monsoon

Reference books/ material:

1. Lonely Planet – India
2. JagmohanNegi – Travel Management
3. Indian Tourism Guide by Dr. AP Nanda

Scheme Version – 2018	Computer Application Lab	L	T	P	C
	Apply to Program: BBA AAM – I Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: AAP-181	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	The basic objective of the course is to introduce the students to the world of computers and computer technology. Introduce students to the basic concepts of operating systems, MS Office, Email, Web security.				
Subject Outcome					
1	This will help in enhancing the Computer Skills				
2	To give practical exposure about the Email and Internet.				

List of Practical:

MS-Word : Starting Word, new documents, entering text, changing text, aligning, underlining, and justifying text. Use of tabs. Tables – creation, adding rows and columns, splitting, and combining cells, Borders. Saving, closing, and operating documents. Adding headers and footers. Print preview, and printing a document.

Power Point (Presentation software) : Basic concept of presentation software. Standard, formatting, and drawing toolbars in power point and their use. Creating and opening a presentation. Creating, deleting, opening, and copying slides. Closing and saving a presentation. Use of slide sorter, adding header/footer. Use of master slides and colour box.of animation features. Inserting pictures, resizing pictures. Inserting organization chart of auto content wizard.

Excel : its structure and capabilities, drawing toolbars of cells, entering and editing data and text, entering formulae. Operating Excel: concept of workbook and worksheet, serial fill, formatting text in cells and on the worksheet. Entering and pasting formulas, creating a chart. Excel Functions: max, min, date, count.

Internet : A brief history of origin of internet. Various applications of Internet such as email, information gathering, searching, chatting, downloading etc. of search engines, internet explorer and e-mail messages. Use of internet in various fields. Cyber Security and plagiarism.

Scheme Version – 2018	Environment and Waste Management	L	T	P	C
	Apply to Program: BBA AAM – I Semester	2	0	0	2
	Prerequisite: Nil	Total hours =			
Subject Code: UCT-143	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	To familiarize students with basics of environmental sciences, disaster & waste management.				
Subject Outcome					
1	Understudies will be able to identify different dimensions of environmental studies; problems related to the environmental degradation & will be able to take remedial steps.				
2	Disciples will learn about different type of disaster that occur in nature consequently learning to develop the preparedness and remedial techniques.				
3	Upon learning the problems related to environmental waste students will be able to segregate the waste in different categories and will learn its effective management techniques.				

Unit- 1

General: Definition, Scope & Importance, Need For Public Awareness- Environment definition, Type of Ecosystem, Balanced ecosystem, Human activities – Food, Shelter, Economic and social Security. Effects of human activities on environment, agriculture, Housing, Industry, Mining and Transportation activities, Bio diversity & its conservation

Renewable & Non renewable resources: Natural Resources- Forest resources Water Resources , Mineral resources , Energy resources , Land resources - Availability and Quality aspects. Energy–Hydro Electric, Nuclear, Solar , Hydrogen as an alternative future source of Energy. Biomass and Bio-gas

Environmental Pollution and their effects: Water pollution, Land pollution. Noise pollution, Public Health aspects, Air Pollution**.** Current Environmental Issues of importance, population Growth, Climate Change and Global warming- Effects, Urbanization, Automobile pollution, acid rain, Ozone Layer depletion, Animal Husbandry, Salient features & amendments of Enviromental Protection Act , Water Prevention & Control Act , Air prevention & control of pollution Act , Salient Features of Environmental Summit – Paris 2015

Unit-2

Disaster Management: Introduction on Disaster Different Types of Disaster : A) Natural Disaster: such as Flood, Cyclone, Earthquakes, Landslides etc B) Man-made Disaster: such as Fire, Industrial Pollution, Nuclear Disaster, Biological Disasters, Accidents (Air, Sea, Rail & Road), Structural failures(Building and Bridge), War & Terrorism etc. causes, effects and practical examples for all disasters.

Disaster Preparedness and Response Preparedness: Disaster Preparedness: Concept and Nature, Disaster Preparedness Plan, Prediction, Early Warnings and Safety Measures of Disaster,

Role of Information, Education, Communication, and Training, Role of Government, International and NGO Bodies. Role of IT in Disaster Preparedness, Role of Engineers on Disaster Management.

Unit-3

Waste Management: Municipal Solid Waste Management, Waste Collection, Storage and Transport. Waste Disposal - Key issues and features. Waste Processing Techniques. Source Reduction, Product Recovery and Recycling. Recovery of Biological Conversion Products: Composts and Biogas. Composting and Biogasification Technology. Hazardous Waste: Management and Treatment. Integrated Waste Management (IWM).

Solid Waste Management Act: Municipal Solid waste (Management & Handling) Rules 2000, Waste Management Rules 2016 (Amendments)

Reference books/ materials

1. Management: A Global Perspective, Weihrich, H. and Koontz, H., New York, McGraw Hill 2006
2. Disaster Management: A Disaster Managers Handbook, Carter, W.N., Manila, ADB. 2006
3. Disaster Management Handbook for Bangladesh, Parts I-IV. Dhaka, BDPC and PACT, Rahman, M.S 2005
4. Management, Stoner, J.A.F. and Freeman, R.E., Prentice-Hall, New Delhi 2004
5. Environmental Engineering , Howard S.Peavy ,Donald R. rowe New York , Macgraw Hill
6. Geographic Information: Economic applications, Martin. D., Routledge, London
7. Introduction to Environmental Engineering and Science , 2nd Edition ,G.M.Masters ,Prentice Hall ,New Jersy
8. Ecology & the Environment , Monson, Russel k ed., springer

Semester II

Scheme Version – 2018	Airlines and Tourism Operations	L	T	P	C
	Apply to Program: BBA AAM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT- 102	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This subject is designed to give the idea about the basic concepts used in the airline and tourism sector at global level.				
Subject Outcome					
1	To make aware the students about the concepts used in the airlines industry.				
2	To make aware the students about the trends in tourism at the international level				

Unit I

AIRLINES OPERATIONS:- Introduction to Airlines- LCC & Full service airlines-various cabin classes, Organizational structure of an domestic and international airlines, Freedom of Air, Operational process description (brief introduction of Load & trim, fueling, water loading, dumping, catering, baggage loading/unloading, tow truck & tow bar, doilles, catering vehicle,choks). Leading International airlines of the world

Unit II

TOURISM OPERATIONS:- Leading tour operators, GSA,PSA,OTA, Tailor made packages, Inclusive tour packages. Types of tours-one way tour, return tour, circle tour, around the world, open jaw.

Unit III

Product and the services of the following companies:-

a) Jet Airways
b) Cathay Pacific
c) Cox and Kings
d) Make my trip

Reference books/ material:

1. Global trends in Tourism & Hospitality Industry by Sudhir Andrews
2. Tourism and Global : A case study by Mike J. Aourncer.

Scheme Version – 2018	Emerging International Tourist Destination	L	T	P	C
	Apply to Program: BBA AAM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT- 112	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This course is designed to give the knowledge about the International tourism along with the famous tourist destinations.				
Subject Outcome					
1	This will help to understand the world tourism destinations with country facts and figures.				
2	To give the professional guidance about the emerging tourism based destinations.				

Country Profile: Map work, Background, Location, Climate, Terrain, Country facts, History, Economy,Tourism Statistics, Passport and Visa Regulations, Major Tourist Resources and activities for the following Countries:

UNIT –I

Great Britain
Thailand

UNIT II

Mauritius
Italy

UNIT III

UAE-Dubai
New Zealand

Reference books/ materials

1. International Geography for Travel and Tourism by John P. Wrades
2. Lonely Planet – Great Britain, Far East, New Zealand, UAE, Europe
3. A.K Bhatia – International Tourism Mgt

Scheme Version – 2018	Automation in Tourism and Airlines Industry	L	T	P	C
	Apply to Program: BBA AAM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT- 122	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This will help to understand the use of ICT in the aviation & tourism sector.				
Subject Outcome					
1	To understand the use of CRSs used the airlines business.				
2	To guide about the different types of air tickets and their use.				

Unit I

Automation in the tourism industry – An Introduction Importance of Information Technology in Tourism Automation in the hotel, airlines and travel business. Billing settlement process- Concept , roles and objectives. History of Airlines ticketing, Airlines reservation system(ARS)- Concepts, roles and objectives. Flight information display system(FIDS).

Unit II

Introduction to CRS: The need for a CRS system, History of the CRS system, Use of the CRS by Airlines and Travel Agents, Benefits and importance of the CRS system to the Travel trade, Introduction to Amadeus, Galileo, Worldspan , SABRE. Mixed Class journey, around the world fares (RTW) special fairs, MCO, PTA and Universal air travel plan

Unit III

Ticketing process: Components of an electronic ticket Types of tickets: Manual ticket/ Automated Ticket/ e-ticket Ticket Coupons Difference between I ticket and e-ticket What are Special fare? Various kinds of special fares.Details of an automated ticket.

Reference books/ materials:

1. Gupta S.K : International Airfare & Ticketing Methods & Technique UDH Publishers & Distributors (P) Ltd. New Delhi.
2. Sinha P.C: Encyclopedia of Tourism Management
3. JagmohanNegi: Travel Agency & Tour Operation Concepts & principle

Scheme Version – 2018	Food and Beverage Service	L	T	P	C
	Apply to Program: BBA AAM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT- 132	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	The objective of this course is to develop the very basic manners & ethics among hospitality students about the food & beverage operations so that when they step into the industry they should be able to prove themselves as an asset to the organization and can be remembered by their guests.				
Subject Outcome					
1	This will help to understand the basic concepts of Food and Beverage services				
2	To understand the types of Services used in the airlines and hospitality industry.				
3	To guide the student about the types of menu using at international level.				

Unit-I

1. INTRODUCTION OF FOOD & BEVERAGE SERVICE
   - Introduction to Food Service industry.
   - History and growth of catering industry in India.
   - Sectors of the Food service industry.
   - Variables in Food service operations.
   - The meal experience.

2. FOOD AND BEVERAGE OUTLETS
   - Introduction.
   - Commercial v/s subsidized catering.
   - Sections of Food and Beverage department.
   - Organizational structure/ Hierarchy of F&B department.
   - Duties and responsibilities of F&B personnel.
   - Attributes of F&B staff.

Unit-II

3. FOOD AND BEVERAGE SERVICE AREA AND EQUIPMENTS
   - Introduction
   - Still room
   - Silver room / Plate room
   - Wash-up
   - Hotplate
   - Service equipments (Linen, Furniture, China ware, Glassware, Flatware, Hollowware, Special service equipments and service trolleys)
   - Automatic vending and disposables
4. TYPES OF SERVICE
   - Introduction

- English service
- French service
- Russian service
- Cafeteria service
- Snack bar service
- Grill room service
- Gueridon service
- Buffet service
- Breakfast service

Unit-III

5. THE MENU AND ITS KNOWELDGE
    - Introduction
    - Origin of the menu
    - Purpose of the menu
    - Classes of the menu
    - Influences of the menu
    - Eleven courses French classical menu
    - Meal times

Reference books/ materials:

1. Andrews Sudhir, F & B Service Training Manual, Tata McGrawhill, New Delhi 2007
2. DhawanVijay,(food& beverage service) Isha publication, 2007
3. Denis Lillycrap, Jon cousins (Food & Beverage service) 2006

Scheme Version – 2018	Tourism Economics	L	T	P	C
	Apply to Program: BBA AAM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT-142	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	To provide an understanding too basic economic environment, balance between demand and supply in tourism industry and analyzing the prevailing conditions.				
Subject Outcome					
1	To understand the scope and method of economics				
2	To understand demand and supply in tourism				
3	Tourism understand the economic impact of tourism				

Unit-1

Scope and method of economics; scarcity and choice; questions of what, how and for whom to produce and how to distribute output; working of price mechanism and resourceallocation.The economic characteristics of tourism, a general tourism information system, the Tourism Satellite Account, WTO tourism statistics,tourism and/or holiday surveys, the tourism production index, role of TFCI in tourism development.

Unit-2

Elasticity of Demand: Concept and measurement of elasticity of demand; Price, income and cross elasticities; Average revenue, marginal revenue, and elasticity of demand; Determinants of elasticity of demand. Determinants of tourism demand, trends in tourism demand, tourism demand worldwide, holiday propensity and holiday frequency, seasonality, tourism supply in the tourism system, tourism supply, the tourist product and its lifecycle, tourism supply and market structures, pricing in tourism, supply trends.

Unit-3

Tourism as a strategic dimension of economic development, economic advantages and disadvantages, balance of payments and tourism, the magic tourism multiplier, measurement of income generation, measurement of employment generation, special characteristics of employment, the impact of events.

Reference books/ materials:

1. De Brabander,G. (1992). *ToerismeenEconomie*. Leuven: Garant.
2. Keller, P. and Bieger, T (eds) (2001). *Tourism Growth and Global Competition*. St Gallen: AIEST.
3. Sharpley, R. and Telfer,D. (eds) (2002). *Tourism and Development. Concepts and Issues.* Clevedon: Channel View Publications.
4. Karl E. Case and Ray C. Fair, Principles of Economics, Pearson Education, Inc., 8th edition, 2007.
5. N. Gregory Mankiw, Economics: Principles and Applications, India edition by South Western, a part of Cengage Learning, Cengage Learning India Private Limited, 4th edition, 2007.
6. Joseph E. Stiglitz and Carl E. Walsh, Economics, W.W. Norton & Company, Inc., New York, International Student Edition, 4th edition, 2007.

AAT-152 Human Resource Management 3-0-0-3

Course Objective

To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Content

Human Resource Management: Concept and functions; Role, status and competencies of HR manager; HR policies; Evolution of HRM; Emerging challenges of human resource management - Workforce diversity, empowerment, downsizing, VRS, work life balance. **Acquisition of Human Resource:** Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment – concept and sources; Selection – concept and process; Test and interview; Placement, induction and socialization; Retention. [12]

Training and Development: Concept and importance; Role specific and competency based training; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing. [08]

Performance Appraisal and Compensation Management: Performance appraisal- Nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counselling; Job changes - Transfers and promotions, Human resource audit; **Compensation** - Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Job evaluation. [10]

Maintenance of employees and Emerging Horizons of HRM: Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations- An overview; Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; e-HRM; Human Resource Information System and e-HRM; Impact of HRM practices on organisational performance; HR audit, Contemporary issues in human resource management. [09]

Text Books

1. Aswathappa, K., "*Human Resource Management",* Tata McGraw-Hill, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management",* Wiley, India.

References:

1. Pande Sharon and Basak Swapnalekha (2012), "*Human Resource Management-Text and Cases*", 1st Edition, New Delhi, Pearson Education.
2. Mondy, A. W. and Noe, R. M., "*Human Resource Management",* Pearson Education.
3. Rao, V. S. P., "*Human Resource Management: Text and Cases",* Excel Books.

Note: Latest edition of text book and references must be used.

Scheme Version – 2018	Food and Beverage Service Practical	L	T	P	C
	Apply to Program: BBA AAM – II Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: AAP - 162	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	The objective of this course is to develop the very basic manners & ethics among hospitality students about the food & beverage operations so that when they step into the industry they should be able to prove themselves as an asset to the organization and can be remembered by their guests.				
Subject Outcome					
1	This will help to understand the basic concepts of Food and Beverage services				
2	To understand the types of Services used in the airlines and hospitality industry.				
3	To guide the student about the types of menu using at international level				

List of Practical :

Sr. No.	Name of Practical
1	Grooming standard of F & B Personnel. Carrying five friends
2	Layout of American Breakfast
3	Layout of English Breakfast
4	Layout of Continental &Indian Breakfast
5	Napkin folding, its types and actual folds were demonstrated & practised by students
6	Service of non alcoholic beverage, Tray setup for tea & coffee
7	Service of Cigar&cigrettes (Focus on lighting a cigar). Precaution taken while lighting
8	Clearance procedures followed in fine dining restaurants
9	Clearance procedures followed in fine dining restaurants
10	Restaurant procedures includes welcoming & seating
11	Restaurant procedures includes Misen Place

Scheme Version – 2018	Tourism Products: Europe & America	L	T	P	C
	Apply to Program: BBA AAM – II Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: AAP-172	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	This subject is introduced to give the knowledge about the International tourism along with the famous tourist destinations. This will help to understand the world tourism destinations with country facts and figures.				
Subject Outcome					
1	This will help in learning of destinations and attractions of International countries				
2	To get the practical exposure about the tourism based location of world.				

List of Practical :

- Locate and Label the countries of US and their capital on the Map of US/World.
- Locate and label the destinations/attractions of Canada on the map of Canada/World.
- Locate and label Bird and wildlife sanctuaries - National parks of Canada on the Map of Canada
- Locate and label Tourist attractions of Canada on the map of Canada/World.
- Locate and label the International airports on the map of America/world
- Locate and label major tourist attractions of North America on the map of USA/World.
- Locate and label the tourist attractions of Brazil on the Map of Brazil/America
- Locate and label the tourist attractions of Mexico on the Map of Mexico/America
- Locate and Label the countries of Europe and their capital on the Map of Europe.
- Locate and label the Attractions of France on the map of France/World.
- Locate and label the International airports on the map of Europe/world.
- Locate and route the Euro rail network on the Map of Europe.
- Locate and label the Mountains of Switzerland on the map of Switzerland/World.
- Locate and label the historical man made attractions of Spain on the map of Spain/World.
- Locate and label the Attractions of Sweden on the map of Sweden/World.

Reference books/ materials

1. Specific Country Guide Books of Lonely Planet Publication
2. DK Eyewitness Travel Guide: Europe
3. A.K Bhatia – International Tourism Mgt
4. International Geography for Travel and Tourism by John P. Wrades

Scheme Version – 2018	Communication Skills	L	T	P	C
	Apply to Program: BBA AAM – II Semester	3	0	0	3
	Prerequisite: Studied English Language upto senior secondary	**Total hours =**			
Subject Code:	**Marks : 100**				
	Internal: 40	External: 60			
	Objectives				
UCT-182	The Communication Skills Course aims to augment students overall communication and interpersonal skills by making them realize the importance of good oral and written English communication skills in professional life. To enrich their reading capability with special emphasis on expanding vocabulary and grammatical formations. To build exceptional LSRW skills by correcting grammatical errors and pronunciation through practice.				

Subject Outcome	
1	The student would be able to produce contextual written text and speech.
2	Students would be able to write for short compositions, in the form of paragraph writing, business correspondence etc.
3	Students would have the strategic competence to use both spoken & written language in a wide range of communication.
4	Student would demonstrate linguistic competence- through accuracy in grammar, pronunciation and vocabulary.
5	Student will be able to speak fluently through regular practice and speaking drills.

Unit -1

Business Communication: Meaning, importance, process, models and types, barriers to effective communication, verbal and non-verbal communication, Techniques for building LSRW Skills.

Reading Skills: The students will be required to read the book: **Using English - A Course book for undergraduate learners,English for Engineers and Technologists***

Reading: UNIT- HUMOUR

UNIT - TECHNOLOGY WITH A HUMAN FACE*

Writing: Paragraph writing, reading comprehension

Listening: Vowel sounds, stress and intonation

Speaking: Greeting, taking leave, introducing oneself and others

Grammar: Parts of Speech, articles,modal verbs

Vocabulary: Word formation-Prefixes, suffixes and compounds,homonyms, homophones, homographs

Unit -2

Ethics in Communication- Significance, Factors, Dilemmas in Ethical Communication

Reading: UNIT- INSPIRATION

UNIT-CLIMATE CHANGE AND HUMAN STRATEGY*

Writing: Précis writing, Leave Application, permission letter,business letters - sales, request, order, inquiry, acknowledgement, complaint and collection letters, memorandum writing, office order, circular, various types of notice writing.

Listening: Consonant Sounds

Speaking: Social Etiquette,interrupting and making polite conversation

Grammar: Tenses, concord (subject-verb agreement),punctuation

Vocabulary: One-word substitutes, synonyms, antonyms, collocations

Unit -3

Cross-cultural Communication – Significance, elements, cultural context and barriers to Cross Cultural Communication

Reading: UNIT- SUSTAINABLE DEVELOPMENT

UNIT-EMERGING TECHNOLOGIES*

Writing: Summarizing, note making and note taking, Email Writing, digital content writing (blogs and websites)

Listening: Listening to details and taking notes-points and sub-points, listening for the theme and gist

Speaking: Making request, apologizing and listening

Grammar: Narration, voice, transformation and correction of sentences

Vocabulary: Collocations, idioms

Text books

Note: The reader for Engineering students is marked with a (*)

1. Suggested Reading: Board of Editors, Using English - A Course book for undergraduate learners, Orient Blackswan, Hyderabad (2016)
2. *****Suggested Reading for Engineering: Board of Editors, *English for Engineers and Technologists*. Orient Blackswan, Hyderabad (2016).
3. Professional Communication Skills - Study Material and Workbook, Chandigarh University.

Reference

1. Lesikar R.V.; Petit J.D., Business Communication, Tata McGraw (2015), New Delhi.
2. Chaturvedi, P.D. and Chaturvedi, M; Business Communication, Pearson Education (2015), New Delhi.
3. Juneja, Om and Mujumdar A; Business Communication: Techniques and Methods, Orient Blackswan (2015), Hyderabad.
4. Raman, M. and Sharma, S; Technical Communication-Principles and Practice, Oxford University Press (2016), New Delhi.
5. Flately, Business Communication, Mc GrawHill, New York.
6. Murphy, R., Elementary Grammar, Cambridge University Press (2014), UK.
7. Murphy, R., Essential Grammar in Use, 4th Edition Cambridge University Press (2013), UK.
8. Hewing, Martin, Advanced English Grammar, Cambridge University Press (2012), UK.

Scheme Version – 2018	Communication Skills Practical	L	T	P	C
	Apply to Program: BBA AAM – II Semester	0	0	2	1
	Prerequisite: Studied English language upto senior secondary	**Total hours =**			
Subject Code:	**Marks : 100**				
	Internal: 60	External: 40			
	Objectives				
UCP-192	To equip students with listening, reading and speaking skills necessary for academic, professional and cultural situations. To foster self-confidence and positive attitude in students' ability to communicate. To monitor, remediate and strengthen comprehensible pronunciation.				
Subject Outcome					
1	Student would be confident in listening and speaking skills necessary for interaction in academic, professional and cultural situations				
2	Student would use language effectively for group discussions and public speaking				
3	The students would use non-verbal skills appropriate to the social environment.				
4	The student would be self aware and enhance soft skills for the professional world.				
5	The student would use correct intonation, stress, pronunciation and neutral accent to communicate in English.				

Unit -1

Soft Skills: Self Awareness- Personal attributes, SWOT Analysis

Verbal Skills: Art of Public Speaking- just a minute, extempore, news discussion

Non-Verbal Skills: Positive body language, posture, gestures, symbols and signs

Listening Skills: Listening exercises-1 & 2, vocabulary building-1 & 2

Phonetics: Classification of Speech Sounds, Vowel sounds, Introduction to phonetic symbols

Unit -2

Soft Skills: Goal Setting, Time Management

Verbal Skills: Art of self introduction, extempore, cross talk, news discussion

Non-Verbal Skills- Social Etiquette, Personal appearance and grooming

Reading Skills: Reading Comprehension -1 & 2, vocabulary building-3 & 4

Phonetics: Consonant Sounds

Unit -3

Soft Skills: Stress Management **; Verbal Skills:** Greetings, Making Requests

Reading Skills: Reading Comprehension -3 & 4, vocabulary building-5 & 6

Speaking Skills: Group discussion; **Phonetics:** DiphthongsSounds, Stress & Intonation rules

Software Support

1. Globarena EL- Client Software for Communication Skills, Hyderabad.

Reference

1. Sethi, J., Dhamija, P.V., A Practice Course in English Pronunciation, Prentice Hall of India, New Delhi.
2. Roach P., English Phonetics and Phonology: A Practical Course (English), Cambridge University Press, 4th Edition,UK.
3. O'Connor, J. D., Better English Pronunciation, 2nd Edition, Cambridge University Press, (2012), UK.
4. Hornby, A.S. Oxford Advanced Learners Dictionary of Current English, 7th Edition, Oxford University Press, UK.

Semester - III

AAT-203 **Geography of Tourism** **3-0-0-3**

Course Objective: This paper is very unique for the budding tourism professionals to understand and to be familiar with the global geography with reference to tourism.

Course Content

Introduction to Geography: Elements of Geography, Branches of Geography, Importance of Geography in Tourism, World's Climatic Zones, Latitude & Longitude. [7]

IATA Areas, Code and GMT Time: Areas, Sub Areas and Sub Regions As per International Air Transport Organization (IATA), IATA Three Letter City Code, Two Letter Airlines and Airport Code, International Date Line, Time Zones, Greenwich Mean Time, Calculation of Local Time, Flying Time, Grounding Time, Elapsed Time, Daylight Saving Time [10]

Planning Travel Itineraries, Qualifying the Customer, Planning Air Itineraries, Resources for Research. [7]

Local Currencies around the World, Types of Local Currencies, Local Currencies & Country Currency Codes [7]

Modes of Transport around the World, Development of World Transport Modes, Future trends in Intercontinental Transport. [8]

Text Books

1. Burton, R. Travel Geography. Pitman Publishing, Marlow Essex.
2. Boniface B. & Cooper, C. Worldwide Destinations: The Geography of Travel & Tourism. Oxford Butterworth Heinemann, London

References:

1. C. Michael Hall & Stephen J. Page .The Geography of Tourism and Recreation-Environment, Place and Space. Third Edition, Routledge, London.
2. Travel Information Manual, IATA, Netherlands, 5. World Atlas
3. Hall, M ,Geography of Travel and Tourism, Routledge, London.

Note: Latest edition of text book and references must be used.

AAT-213 **Customer Services** **3-0-0-3**

Course Objective: It would entitle the students to learn and inculculate set of skills required for providing a qulity services to the customers.

Course Content

Who is a customer? internal customer, external customer Who is a service provider? Why are some service providers better than others? Who is a satisfied/ dissatisfied customer? What are the consequences of satisfied/ dissatisfied customers? [8]

What is Quality? What is customer satisfaction? What is customer delight? Standards of Customer Service. [7]

Key areas of customer care; The product or the service itself; Sales and promotion of the service After sales support to the customer, Organizational culture. [8]

Customer Feedback, feedback tools Converting Customer care philosophy into everyday action Developing customer trust and loyalty - online Grooming and Etiquette Telephone Handling Skills. [8]

Complaint Management, Transactional Analysis in Customer Care, Customer care in airlines, Customer care in hotels, Case studies and Role Plays. [8]

Text Books

1. Bhatia A.K. International Tourism Management, Sterling Publishers, New Delhi.

References:

1. V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy, and Tools, Springer Publications, Heidelberg New York Dordrecht London.
2. Francis Buttler, Customer Relationship Management: Concepts and Tools, Taylor & Francis, ebook.

Note: Latest edition of text book and references must be used.

AAT-223 **Tourism Management** **3-0-0-3**

Course Objective: The course would provide the knowledge of management aspects linked to tourism and would enlightened the students know-how about different dimensions of tourism organisations .

Course Content

Introduction- Definition of management concept-Development of management-managerial skills of tourism-management of tourism-components of tourism accommodation-attractions-accessibility-management of environment. [8]

Management of tourism marketing-segmentation-marketing mix-tour pricing- types of demand and supply and marketing research. [7]

Nature and classification of tourism- Basic nature of tourism, Nature of tourism: Leiper's Model, Tourist Generating Regions (TGR), Transit Regions (TR) ,Tourism Destination Regions (TDR), Varied benefits of tourism, Indian concept of classification of tours/tourism. [8]

Tourism planning- Need for tourism planning, Essentials of planning, Eight point planning process, Aims of tourism planning, Significance of planning. [7]

Infrastructure of tourism management- Structural components, Important tourist services, The seasonal character of tourism, Suggestions for improvement of tourism, Tourism organisational set up in india- Structure of department of tourism, NTO & its Functions [9]

Text Books

1. Dasgupta, Devashish (2010). Tourism Marketing. New Delhi: Pearson Education. (L)
2. Chowdhary, Nimit and Prakash, Monika (2005). A Textbook of Marketing of Services. New Delhi: Macmillan India Limited. (L)

References:

1. Douglas Pearce , Tourism Today - A Geographical Analysis - Longman Group vk Ltd.
2. Pran Seth , Successful Tourism Management, Sterling Publishers Pvt., Ltd..
3. A.K. Bhatia, Tourism Development.- Principles and Practices. Sterling Publishers Pvt.,Ltd

Note: Latest edition of text book and references must be used.

AAT-233	Business Accounting	3-0-0-3
Course Objective: To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.		
Course Content		
	Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only).	[12]
	Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self-balancing ledgers vs. sectional balancing ledgers.	[8]
	Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance.	[8]
	Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment.	[11]
SUGGESTED TEXT BOOKS		
1.	Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.	
2.	Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.	
SUGGESTED REFERENCE BOOKS		
1.	Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.	
2.	Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.	
3.	Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.	
4.	Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.	
5.	Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.	
Note: Latest edition of text book and references must be used.		

	Foreign Language – I	3-0-0-3
	Offered by School of Liberal Arts	

MDC 003	Environmental Studies	3-1-0-4

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

	Environmental Science: Definition, scope and importance, Multidisciplinary nature.	[02]
	Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India.	[06]
	Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature. Suggested Case studies: i) Cultural Basics of our Environmental Crisis: ii) Ecofeminism	[06]
	Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources. Suggested Case Studies: i) What has posterity ever done for me? i) Energy policy and further future: The identity problem	[05]
	The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. Suggested Case Studies: i) The tragedy of commons: ii) We all live in Bhopal iii)The Silent Spring;	[06]
	Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health. Suggested Case Studies: i) Earth the Crowded Planet ii) Famine Affluence and morality iii) The world food supply	[06]
	Protection and Prevention of Environment with Special intervention:	[06]

	Environment Protection and the Law: Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil). **Primary Protective Laws:** Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010. **Secondary Laws:** Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it.	
	Sustainable Development (Objective and Application): **Introduction:** Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics **Case studies** a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing b. **Science and Engineering Issues**: Organic farming, Renewable energy. c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead? **e. Judicial activism**	[11]
	Field Trip & Report writing: (Any one of the following) i) Visit to renewable energy site ii) Visit to biodiversity park iii) Workshop on sustainable fashion iv) Shekhawati and its environment v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district	[04]

Text Books

1.	Cunningham William P. Saigo B Woodworth, *Environmental Science: A Global Concern*, McGraw-Hill Higher Education; Sixth Edition	
2.	Odum E. P. Barret G.W "*Fundamental of Ecology"*, 5th Edition Cengage Learning.	

References:

1.	S.C Shastri "*Environmental Law*"5th Ed EBC Explorer, India.	
2.	, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, "*Introduction to Psychology"* International Student edition, Tata McGraw Hill, New Delhi.	
3.	E.F.Schumacher, Blond and Briggs, "*Small is Beautiful: Economics as if People Mattered"* London.	
4.	Heywood V.H. & Watson R.T. 1995. "*Global biodiversity assessment"*, Cambridge Univ. Press	
5.	"*Our Common Future*", Report on World Commission on Environment and Development United Nations Document.	
6.	Al Gore, "*Dysfunctional Civilization: The Earth in Balance"*, Houghton, Mifflin.	
7.	Lester Brown, Christofer Favin, Sandra Postel, "*Vision of a Sustainable World"*, The Worldwatch Reader, Ed Lester R. Brown New York	
8.	W.P. Pruden and S.H. Anderson, "*Environmental Sciences"*, Charles. E., Meredith Publication, NY,	

	USA	
Mongraphs for suggested Case Studies :		
9.	Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)	
10.	Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)	
11.	Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)	
12.	Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)	
13.	What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)	
14.	Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)	
15.	The tragedy of commons: Grrettn Hardin, Science, 162 (1968)	
16.	We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)	
17.	The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)	
18.	Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)	
19.	Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)	
20.	The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993	
Note: Latest edition of text book and references must be used.		

	Mody University Elective	**3-0-0-3**
	Offered by different Schools of University	

BS 251	Production and Operations Management	3-0-0-3

Course Objective

This course introduces the students to the theory and practice of production management as a functional area in the management of business enterprise.

Course Content

	Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting. **Plant Location and Utilities:** Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control.	[07]
	Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques.	[05]
	Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications.	[07]
	Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement- Time Study. **Quality Control:** Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle.	[20]

Text Books

1.	Aswathappa. K & Bhat, Shridhar. K; *Production and Operations Management*, Himalaya Publishing House, New Delhi.	
2.	Heizer Jay and Render Barry, "*Production & Operations Management*", Pearson Edu.	

References:

1.	Goel, B.S; *Production Operations Management*, Pragati Prakashan, Meerut.	
2.	Adam & Ebert; *Production and Operations Management*, PHI, New Delhi.	
3.	Buffa & Sarin; *Modern Production/Operation Management*, John Wiley & Sons, New Delhi.	
4.	*Production/Operations Management*, MS-53 (IGNOU), New Delhi	
5.	Chase R B, Aquilano N J , Jacobs F R and Agarwal N, "*Production & Operations Management Manufacturing and Services*", Tata McGraw Hill	

Note: Latest edition of text book and references must be used.

AAT-204	Travel Agency and Tour Operations	3-0-0-3

Course Objective: The student should be able to understand the nature, structure and working of Travel Agency. Also the learner will be able to comprehend the range of services provided by them and, highlights the intricacies involved in tourist services.Recent trends and changes in travel agency and tour operations will help them to have updated knowledge.

Course Content

	Travel Retailing-Travel Agency & Tour Operations, Functions of a Travel Agency, Departments of Travel Agency Package Tours & its Components, Client Handling activities in Travel Agency.	[6]
	Itinerary Planning-Itinerary and its importance, Types of Itineraries, Factors to keep in mind while designing an Itinerary, Itineraries for Inbound and domestic tourists:- Golden triangle, Rajasthan tour, kerela tour Popular outbound Itineraries of Singapore, Malaysia, Thailand , Europe Tour, Australia Tour	[7]
	Package Tours-Package tour and its components, Practical components of a standard package tour Designing & Costing of a package tour	[6]
	Visas-Difference between Passport and Visa Types of Passport & Visa Preparing Visa cases Formalities required for Various Visas like:-Schenegen, Dubai and Far East	[6]
	Forex-Basic overview of FOREX Forex Terminology-TCs, Cash currency, BTQ, LERMS	[6]
	How To Set Up a Travel Agency -IATA Rules and Regulations. **CASE STUDY DISCUSSION** (Including the profile of the company, area of specialization, Tag Lines, CEOs and Top shots) Thomas Cook, La Passage to India, Travelguru.com, BTA, Star Cruises: Overview.	[8]

Text Books

1.	Chand, M. Travel Agency Management: An Introductory Text.Anmol Publications Pvt. Ltd., New Delhi.	
2.	S. K., & Mishra, J. M. Tourism: Principles and Practices. Oxford University Press.	

References:

1.	Goeldner, C. R., & Ritchie, J. B. Tourism principles, practices, philosophies. John Wiley & Sons.	
2.	Jafari, J. (Ed.). Encyclopedia of tourism. Routledge.	
3.	Holloway, J.C. The Business of Tourism, London: Person Education Limited.	

Note: Latest edition of text book and references must be used.

AAT-214	Organisational Behaviour	3-0-0-3
Course Objective : To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.		
	Introduction: Organisational Theories - Classical, Neo-classical and Contemporary. Organisational Behaviour: concepts, determinants, challenges and Formal and Informal structures; Flat and Tall structures. Opportunities of OB. Contributing disciplines of OB. Organizational Behaviour Models. **Individual Behaviour:** Personality- Type A and B, Big Five personality types, Factors influencing personality; **Values and Attitudes**- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes, measurement of attitude; **Learning** - Concept and Learning theories and reinforcement, Schedules of reinforcement; **Perception and Emotions**- Concept, Perceptual process, Importance, Factors influencing perception, perceptual errors and distortions, Emotional Intelligence.	[15]
	Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making. Nominal group technique and Delphi technique. Communication and Feedback, Models of Communication. Transactional Analysis, Johari Window.	[5]
	Motivation: Meaning and Importance of motivation, Theories- Vroom's Valence - Expectancy Theory, Intrinsic motivation by Ken Thomas .Behaviour modification, Motivation and organisational effectiveness, Measurement of motivation using standard questionnaire; **Leadership, Power and Conflict:** Concept and theories, Styles of leadership, Behavioural approach, Situational approach, Leadership effectiveness. Power and conflict. Bases of power, power tactics; Sources of conflict, Conflict Resolution Strategies.	[11]
	Dynamics of Organisational Behaviour: Organisational Culture and climate- Concept and determinants of organisational culture. Developing Organizational culture. Organisational change- Importance, Stability vs. Change, Proactive vs Reaction Change, Change Process, Managing Change. Individual and organisational factors to stress; Work Stressors, Consequences of stress on individual and organization; Prevention and Management of stress.	[8]
Text Books		
1.	Stephen P. Robbins, Timothy A. Judge, and Vohra Neharika, *"Organizational Behavior",* 16th Edition, New Delhi, Pearson Education.	
2.	John W. Slocum and Don Hellriegel , Fundamentals of Organizational Behavior", 1st Edition, New Delhi, Thomson.	
References:		
1.	Fred Luthans , *"Organizational Behavior-An Evidence-Based Approach",* 12th Edition, New Delhi, McGraw Hill.	
2.	Margie Parikh and Rajen Gupta, *"Organizational Behavior", 1st Edition,* New Delhi, McGraw Hill.	
3.	Udai Pareek and Sushama Khanna, "*Understanding Organizational Behavior",* 3rd Edition, New Delhi, Oxford University Press.	
Note: Latest edition of text book and references must be used.		

AAT-224	Tourism Planning & Development	3-0-0-3

Course Objective: Having studied Tourism Planning and Development, the students will be able to describe theories of tourism planning and development. It will outline different approaches to tourism planning..It would describe the elements of a tourism policy model and how these elements are used to form a tourism policy for a destination.To outline the tourism planning process and different phases of that process. To analyze the tourism development of a destination.To explain different strategies of managing tourism growth.

Course Content

	Concepts of Tourism development policy, Definition & characteristics of policy, Principles of policy formulation, Levels of tourism development policy, Stakeholders in tourism development policy formulation.	[6]
	Concept of Tourism Development Planning, Definitions and Concepts of Tourism Planning, Principles of Tourism planning (meaning, objective, types, characteristics etc), Key Players in Tourism Development Planning.	[8]
	Stages of Tourism Development Planning: VMO (Vision, Mission & Objective Formulation), Survey of the existing situations, Analysis & Synthesis Of the existing situations, Plan formulation: developing strategies, Implementation, Monitoring and Evaluation.	[9]
	Considerations in Tourism Development Policy and Planning, Environmental Consideration, Economic Consideration, Community Consideration, Political Consideration, Institutional Consideration, Facilities Standard Consideration.	[9]
	Case Studies -Understanding the success and failure factors of different cases around the world.	[7]

Text Books

1.	Gunn, C.Tourism Planning: Basic, Concepts and Cases, Cognizant Publication.	
2.	Swain, S.K. & Mishra, J.M.Tourism Principles & Practices. Oxford University Press, New Delhi.	

References:

1.	Morgan, N, Pritchard, A &Pride, R. Destination Branding: Creating the Unique Proposition, Butterworth and Heinemann .	
2.	Butler, R.W. Tourism Area Life Cycle: Applications and Modifications, Channel View Publications.	
3.	Tang, C.H. & Jones, E.E. Tourism SMEs, Service Quality and Destination Competitiveness, CABI Publishing.	

Note: Latest edition of text book and references must be used.

AAT-234	Tourism Organizations	3-0-0-3

Course Objective: The course would provide the knowledge about the organisation structure of different tourism organisations, about their product & services and their working culture and environment.

Course Content

	Introduction To Luxury Railways Luxury Trains in India Royal Rajasthan on Wheels Golden Chariot Deccan Odessy	[8]
	Travel and Tourism Organizations IATA History, Growth and Development, IATA Goals, IATA Approval Membership UFTAA Introduction, Membership, Functions FHRAI Introduction, Membership, Functions.	[8]
	Travel Agency and Tour Operations Business Kuoni, Destination Management, Principle Services Offered Thomas Cook, Introduction, Principle Services Offered.	[8]
	Accommodation Sector Oberoi Hotels, Introduction, Activities of the Group , Oberoi/Philae Nile Cruiser, The Oberoi - New Delhi ,The Oberoi Vanyavilas-Ranthambore.	[8]
	Aviation Industry Jet Airways, Introduction Products and Services Kingfisher Airlines Introduction Products and Services	[7]

Text Books

1.	Mohinder Chand. Travel Agency Management: An Introductory Text. New Delhi:Anmol Publications Pvt. Ltd.	
2.	Cook, R.A; Marqua, J & Yale, L.J. Tourism: The Business of Travel. New York: Pearson Education	
3.	Bhatia A.K. International Tourism Management, Sterling Publishers, New Delhi.	

References:

1.	Fontgalland,B.De.The World Railway System. New York: Cambridge University Press	
2.	The Business of Tour Operations, London: Pitman.	
3.	Pender,L. Travel Trade and Transport. New York: Coninnum	

Note: Latest edition of text book and references must be used.

	Foreign Language – I I	**3-0-0-3**
	Offered by School of Liberal Arts	

	Mody University Elective	**3-0-0-3**
	Offered by different Schools of University	

BS 252	Business Ethics and Corporate Governance	3-0-0-3

Course Objective

The main objective of this course is to provide students with the basic skills concerning business ethics, governance and corporate social responsibility. Additionally, students should understand the role of ethics, corporate responsibility and sustainability in business activities and evaluate business practices in these fields.

Course Content

	Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories **Indian Management Ethos** : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[12]
	Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
	Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders, Whistle- Blower Policies, Ombudsman.	[08]
	Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1.	Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.	
2.	Balasubramanian, N., "*Corporate Governance and Stewardship*", Tata McGrawHill, New Delhi	

References:

1.	Mallin, Christine A., *Corporate Governance (Indian Edition*), Oxford University Press, New Delhi.	
2.	S.A. Sherlekar, *Ethics in Management*, Himalaya Publishing House, 2009	
3.	Beeslory, Michel and Evens, *Corporate Social Responsibility*, Taylor and Francis,	
4.	Bob Tricker, *Corporate governance- Principles, policies and practices*, Oxford University Press.	
5.	W.H. Shaw, *Business Ethics*, Cengage Learning.	

Note: Latest edition of text book and references must be used.

AAT-305	Airlines Marketing	4-0-0-4

Course Objective: Upon completing this course students will have the skills to articulate latest airline industry marketing & commercial trends, evaluate the latest airline products and services, Integrate marketing strategy into all business decisions.

Course Content

	Industry trends and performance, Airline business models, e.g. network, low cost , The marketing planning process,The Marketing Mix (the 7 P's) , Promotional and PR activity.	[12]
	Brand and product management, Pricing, Revenue management, Channel strategy, Market segmentation, Targeting and Positioning, Customer focus and loyalty programs (FFP),The Social Media revolution.	[9]
	The evolution of technology and its impact in customer engagement and marketing methodologies,Developing marketing processes & strategies in alignment with organizational objectives, The current airline business environment and its impact on airline marketing.	1[2]
	Impact of technology on distribution and communication channels, best practices including social media,Market environment scanning & market research methodologies, Developing a marketing plan and strategy in a case study approach, how to satisfy the needs of target audiences.	1[0]
	How to create value for customers & communicate value to customers, Airline alliances & marketing: benefits & drawbacks, Practical strategies for managing your marketing plan efficiently.	[9]

Text Books

1.	Stephen, Shaw. Airlines Marketing & Management, Ashgate (7th Ed.)	

References:

1.	Rigas Doganis, Flying Off Course : Airlines Economics & Marketing, Routledge (5th Ed.)	
2.	Philippe Malaval,Aerospace Marketing Management: A Handbook for the Entire Value Chain,Springer.	
3.	Birgit Kleymann. Managing Strategic Airline Alliances (Ashgate Studies in Aviation Economics and Management),Kindle.	

Note: Latest edition of text book and references must be used.

AAT-315	Airport Operations	4-0-0-4

Course Objective: This Operational Module provides a framework of the civil airport operation in a practical context and prepares you for the following modules. Gain insight into how the civil aviation operation has responded to technological change and increased threat perception, This is an intensive module that utilizes case studies, classroom discussions and lectures, requiring both a pre-course assignment as well as case study preparation.

Course Content

	Overview of the airline industry: link between Airline and transportation, Effects of technological developments and innovation on Airport operation, Effective management and leadership skills in the Airport business , The threat to civil airport, the way we are post-9/11. Threat assessment and risk management, Security management systems and culture, Passengers security, Cargo security, Security quality control .	[8]
	Standard envelopes for traffic documents: Use of Airlines Documents, Guidelines for Establishing Aircraft Ground Times, Common Use Terminal Equipment (CUTE) Systems, Aircraft Emergency Procedures, Aircraft/Airport Security Procedures, Quality Management System, Performing Airport Handling Quality Audit, E-Invoicing Standards	[8]
	Standard envelopes for traffic documents: Use of Airlines Documents, Guidelines for Establishing Aircraft Ground Times, Common Use Terminal Equipment (CUTE) Systems, Aircraft Emergency Procedures, Aircraft/Airport Security Procedures, Quality Management System, Performing Airport Handling Quality Audit, E-Invoicing Standards	[8]
	Facilitation and security and contingency planning: Passenger Handling , Class or Type of Fare , Denied Boarding Compensation, Inadmissible Passengers and Deportees, Items Removed from a Passenger's Possession by Security Personnel, Hold Loading of Duty-Free Goods , Dangerous Goods in Passenger Baggage : Fuelling with Passengers Onboard or During Embarkation/Disembarkation, Recommendations for the Handling of Passengers with Reduced Mobility (PRM), Acceptance and Carriage of Passengers with Reduced Mobility (PRM), Carriage of Passengers with Communicable Diseases, General Guidelines for Passenger Agents in Case of Suspected Communicable Disease.	[9]
	Baggage handling: Interline and On-Line Transfer Baggage, Baggage Theft and Pilferage Prevention, ULD, Baggage Codes for Identifying ULD Contents and/or Bulkloaded Baggage, Cargo/Mail Handling, Preparation for Loading of Cargo, Securing of Load, Collection of Sacks and Bags , Handling of Damaged Cargo, Handling of Pilfered Cargo , Handling Wet Cargo, Handling Perishable Cargo, Handling and Protection of Valuable Cargo , Handling and Stowage of Live Animals, Handling of Human Remains , Acceptance Standards for the Interchange of Transferred Unit Load Devices, Handling of Battery Operated Wheelchairs/Mobility AIDS as Checked Baggage, Handling, Mail Documents , Aircraft Documents Stowage, Special Load—Notification to Captain (General, Special Load—Notification to Captain , Special Load—Notification to Captain	[10]
	Cargo trends and forecasts: Cargo operations DGR,LAR, Aircraft Handling and Loading, Provision and Carriage of Loading Accessories, Tagging of Unit Load Devices , Storage of Unit Load Devices , Continued Airworthiness of Unit Load Devices , ULD Build-up and Breakdown , ULD Transportation , ULD Operations Training and Qualification, Operating of Aircraft Doors, Aircraft Ground, Stability—Tipping , Potable Water Servicing, Aircraft Toilet Servicing, Bulk Compartment Load Limitation Handling/Bulk Loading of Heavy Items, Handling and Loading of Big Overhang Items, LOAD CONTROL, Load Control , Terms and Definitions.	[9]

Text Books

1.	Rigas Doganis, Flying Off Course Routledge (4th Ed.)	
2.	Pearson Stephan Holloway,Straight and Level: Practical Airline Economics, Ashgate (2nd Ed.).	

References:

1.	Diana M. Stancu, AVSEC Conventions: beyond Chicago, until Beijing in Aviation Security International, Vol. 16, Issue 5 (pp. 11-13).	
2.	K. Jack Riley, Air Travel Security Since 9/11, Rand Corporate Publication.	
3.	Robert W. Poole, Risk Based Aviation Security, Joint Transport Research Center.	

Note: Latest edition of text book and references must be used.

AAT-325	Aviation Safety & Security	4-0-0-4

Course Objective: This advanced course introduces participants to the key tools to manage a performance-based safety & security management system. The processes examined are equally applicable to airline, airport, air traffic management and other aviation operations.

Course Content

	Current threats to the aviation industry, Aviation security regulations and the international organizations behind them, Airport access control for people and vehicles, Passenger, baggage, cargo, mail and catering security basics, Common airport and in-flight security measures for responding to threats.	[7]
	Implementing international and national security legislation-Learning AVSEC procedures and developing skills by practice, International aviation security regulations and strategies, Applying ICAO and IATA security manuals; Responding to major security emergencies-Utilizing a unique computerized gaming simulation software, Current and emerging threats, An introduction to terrorism and terrorist methods, Threat assessment and risk management, Contingency planning, Crisis management.	[11]
	Identifying and managing security risks, Assessing threats in reference to the most current trends,The legal framework of international aviation security, The concept and implementation of aviation security, Emergency planning and response, Integrating human factors into an organization, Building a security culture in non-security personnel, Communicating with stakeholders in counter security entities in emergency situations .	[7]
	ICAO SMS concepts refresher, Overview of safety management, Hazard and risk management-The full cycle of hazard identification, risk control and risk assurance, System Safety Deficiencies, The proactive way of identifying hazards though the operations process analysis, Issues relating to Human Factors and risk visibility ; ICAO requirements- State Safety Program (SSP), Safety Management System, Acceptable level of safety performance.	[8]
	SMS operation- Key appointments, structure and committees, Hazard management mechanisms, Data management, Change management, How risk culture and risk management can be implemented for daily line operations (ground and flight) ; Safety assurance- Safety assurance methodology, Acceptable level of safety performance, Performance Measurement, Continuous improvement , Strategic integration; The Cost of safety- Main business drivers for safety , Cost of safety , Resource needs	[11]
	Smart Security-Innovative lane configurations, Security scanners, advanced cabin baggage screening, risk based approaches ; benefits of smart security, passenger screening, cabin baggage screening,alternative detection methods and unpredictability, checkpoint environment & management, centralized image processing (CIP), risk based differentiation.	[8]

Text Books

1.	Stephan Holloway , Straight and Level: Practical Airline Economics, Ashgate (3rd Ed.)	
2.	IATA Foundation in Travel & Tourism Course e Textbook (5.16 Revised Edition).	

References:

1.	OAG Schedules, Official Airline Guide , Dunstable ,UK.www.oag.com	
2.	Diana M. Stancu, AVSEC Conventions: beyond Chicago, until Beijing in Aviation Security International, Vol. 16, Issue 5 (pp. 11-13)	
3.	Robert W. Poole, Risk Based Aviation Security, Joint Transport Research Center.	
4.	K. Jack Riley, Air Travel Security Since 9/11, Rand Corporate Publication.	

Note: Latest edition of text book and references must be used.

AAT-335	Cargo Operations	3-0-0-3

Course Objective: Growing international trade calls for an understanding of cargo management and related issues. Study of cargo management is apparent in today's scenario.

Course Content

	Growth and development of air transport industry and freight industry: Relevance and importance of cargo industry, Freedoms of air, Bermuda convention, Chicago Convention, Warsaw Convention Roles and functions of DGCA, IATA and ICAO & FIATAA.	[9]
	World geography: IATA 3 letter codes, time differences, calculations of transportation time/flying time. IATA airlines codes, country codes, city codes, currency codes etc.OAG Air cargo guides, TACT rates & rules.Air craft cargo configuration, capacity familiarization, limitations of weight and special loads.	[8]
	Packaging, marking, labelling: Packaging, marking and labelling of consignment, acceptance of cargo, Airway bill and its completion and valuation charge.	[8]
	Cargo rating: Rating of Published tariff-Air Cargo, G.C.R., S.C.R, C.C.R.	[7]
	Unpublished rate: Construction of Unpublished tariff -ADD ON and LCP rate structures.	[7]

Text Books

1.	Michael Sales, (2013) The Air Logistics Handbook: Air Freight and the Global Supply Chain,Paperback (2nd Ed.)	

References:

1.	Travel Industry - Chunk, James and Dexter	
2.	OAG and the Air Cargo Tariff both Red and Green	

Note: Latest edition of text book and references must be used.

AAT-345	Airlines Operations	3-0-0-3

Course Objective: The paper will help the students to know about the functions of airlines transportation system in the world vis-à-vis India.

Course Content

	Air Transport: Types of Airlines, Types of Airport & Its Facilities and Services, Inflight Services, Prohibition of Dangerous Goods, Safety Measures for Aircraft and Airport, ICAO and Its Freedom of Air, Director General of Civil Aviation (DGCA) & its Roles and Functions and Airports Authority of India(AAI) &Its Roles and Functions.	[7]
	Airport terminals, Departure formalities , Transit Areas, Arrival formalities, Fast travel.	[6]
	Airlines Product & Services : Airline Alliance Networks, Airline loyalty programs, Alliances & Frequent Flyer Programs, Cabin Classes , Booking Class Codes, Aircraft Seat Configuration & Seat Assignment, Cartegories of Special Passengers types, Special Meals, Wheelchairs, Pre-flight & In-flight product & services , Ancillaries , Baggage Allowance.	[7]
	Interpreting flight timetable : Sources of flight schedule information, Types of Aircrafts, Online Web based Timetables, Timetables displayed in a GDS, Phonetic Alphabet.	[6]
	Industry Codes, Terminology & Definitions, Two character airline codes, transmitting reservation information to airlines, service information field, miscellaneous abbreviations.	[6]
	International Air Transport Regulations, Warsaw Convention, Montreal Convention,Chicago Convention & ICAO, bilateral agreements.	[7]

Text Books

1.	Bhatia A.K. (2011), International Tourism Management, Sterling Publishers, New Delhi.	
2.	Mohinder Chand (2007) Travel Agency Management: An Introductory Text. New Delhi:Anmol Publications Pvt. Ltd.	
3.	IATA Foundation in Travel & Tourism Course e Textbook (5.16 Revised Edition).	

References:

1.	OAG Schedules, Official Airline Guide , Dunstable ,UK.www.oag.com	
2.	Cook, R.A; Marqua, J & Yale , L. J.(2006). Tourism: The Business of Travel. New York: Pearson Education.	
3.	Travel Information Manual, IATA, Netherlands, 2012. 5. World Atlas.	

Note: Latest edition of text book and references must be used.

MODY UNIVERSITY

SCHEME OF STUDY

BBA TOURISM AND TRAVEL MANAGEMENT
Version 2018 (Proposed)

School of Management Studies

Semester I

Year	Semester	Code	Subject	L	T	P	Credits
1	1	TTT-101	Introduction to Travel and Tourism	3	0	0	3
1	1	TTT-111	Managing Transport Operations	3	0	0	3
1	1	TTT-121	Emerging Indian Tourist Destinations	3	0	0	3
1	1	TTT-131	Tourism Resources of India	3	0	0	3
1	1	TTT-141	Management Concepts & Philosophies	3	0	0	3
1	1	TTT-151	Computer Application	3	0	0	3
1	1	TTP-161	Tourism Products: Asia, Australia & Africa	0	0	3	1.5
1	1	TTP-171	Indian Tourism Destinations	0	0	3	1.5
1	1	TTP-181	Computer Application Lab	0	0	2	1
1	1	UCT-143	Environment and Waste Management	2	0	0	2
1	1	TTY-	Sports/ Yoga	0	0		1
1	1	TTY-	Arts/Fine Arts/ Music				1
Total				22	00	08	28

Semester II

Year	Semester	Code	Subject	L	T	P	Credits
1	2	TTT-102	Airlines and Tourism Operations	3	0	0	3
1	2	TTT-112	Emerging International Tourist Destinations	3	0	0	3
1	2	TTT-122	Automation in Tourism and Airlines Industry	3	0	0	3
1	2	TTT-132	Food and Beverage Service	3	0	0	3
1	2	TTT-142	Tourism Economics	3	0	0	3
	2	TTT-152	Human Resource Management	3	0	0	3
1	2	TTP-162	Food and Beverage Service Practical	0	0	3	1.5
1	2	TTP-172	Tourism Products: Europe & America	0	0	3	1.5
1	2	UCT-182	Communication Skills	3	0	0	3
1	2	UCP-192	Communication Skills Practical	0	0	2	1
1	2	TTY-	Sports/ Yoga	0	0	2	1
1	2	TTY-	Arts/ Fine Arts/ Music				1
Total				21	00	10	27

BBA-(Tourism & Travel Management)
Three-Year Programme
Academic Curriculum (2018-19 Onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	TTT-203	Geography of Tourism	3	-	-	3	3	25	25	50
	TTT-213	Customer Services	3	-	-	3	3	25	25	50
	TTT-223	Tourism Management	3	-	-	3	3	25	25	50
	TTT-233	Business Accounting	3	-	-	3	3	25	25	50
	Skill Enhancement Compulsory Courses									
		Foreign Language-I[#]	3	-	-	3	3	25	25	50
	MDC003	Environmental Studies	3	1	-	4	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	BS 251	Production & Operations Management	3	-	-	3	3	25	25	50
		Sub Total	**24**	**1**	**-**	**25**				
	GE 203	Proficiency (Non-Credit) [#]				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	TTT-204	Travel Agency & Tour Operations Business	3	-	-	3	3	25	25	50
	TTT-214	Organisational Behavior	3	-	-	3	3	25	25	50
	TTT-224	Tourism Planning & Development	3	-	-	3	3	25	25	50
	TTT-234	Tourism Organisations	3	-	-	3	3	25	25	50
	Skill Enhancement Course									
		Foreign Language-II[#]	3	-	-	3	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	BS 252	Business Ethics and Corporate Governance	3	-	-	3	3	25	25	50
		Sub Total	**21**	**0**	**0**	**21**				
	GE 204	Proficiency (Non-Credit) [#]				1				

BBA-(Tourism & Travel Management)
Three-Year Programme
Academic Curriculum (2018-19 Onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	TTT-305	Sales and Marketing In Tourism	4	-	-	4	3	25	25	50
	TTT-315	Tourist Behavior	3	-	-	3	3	25	25	50
	TTT-325	Destination Marketing & Management	3	-	-	3	3	25	25	50
	TTT-335	International Tourism	4	-	-	4	3	25	25	50
	TTT-345	Conferences and Event Management	4	-	-	4	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	TTT-306	Study Tour & Study Report ; Viva Voce (3 Weeks)	-	-	-	3	-	-	-	50
	TTT-316	Summer Internship & Project Report; Viva Voce (10 Weeks)	-	-	-	10	-	-	-	100
		Sub Total	**13**	**-**	**-**	**13**	**-**	-	-	
		Total Credits	**128**	**-**	**-**	**128**				
	GE 306	Proficiency (Non-Credit) #				1				

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE :*** *End Term Examination*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***A student will go for Summer Internship after Second year and Evaluation of Summer Internship Project would comprise of Report and Viva-voce.*

Study Tour Report : 50% on report & 50% on Viva Voce.

Summer Internship Project Report : 50% on report & 50% on Viva Voce.

Note : - On the Job Training Report of Internship & viva-voce shall be a compulsory component for the students. Each student shall have to undergo 10-week or two-and-half months i.e. (Feb to Apr) training in Tourism, Travel and Hospitality Organizations under the guidance of a faculty advisor. The objective of this is to create a job opportunity for the students while undergoing training in Travel Agency, Tour Operation, Tourism Information Offices, Hotels/Resorts etc. Such training would help students to understand customer services along with administrative, financial and marketing aspects of travel business.

Semester I

Scheme Version – 2018	Introduction to Tourism and Travel	L	T	P	C
	Apply to Program: BBA TTM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: TTT- 101	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This subject is designed to give the idea about the basic concepts used in the field of travel and tourism industry.				
Subject Outcome					
1	To upgrade the basic knowledge about the tourism sector				
2	To guide the concepts used in the travel industry.				

Unit I

Concept of Leisure, Recreation, Tourism, Tourist, Traveler, Visitor, Excursionist, Components of Tourism and its characteristics. Tourism as an Industry

Classification of Tourism and Tourist, meaning, definitions and characteristics. Different types of tourism- Inbound tourism, Outbound tourism, Domestic tourism; Mass tourism, International tourism etc. Typology of Tourists, Plog's typology of Tourist

Unit II

History of Tourism through ages, Silk Route**,** Grand tours, Thomas Cook and the development of tourism. Present scenario of the tourism industry.

Linkages of Tourism with other subjects Viz. History, Sociology, Geography, Management and Economics.

Unit III

Concept of Tourism Demand and Supply. Significance, Problem and Prospects of Tourism Demand factors affecting Tourism Demand and Supply. Travel Propensity, Impacts of Tourism – Economic Impacts, Socio-culture Impacts, Environmental impacts.

Reference books/ material:

1. McIntosh et.al.,*Tourism Principles*. Prentice Hall Publication.
2. Mill and Morrison, *Tourism System*. Prentice Hall Publication.
3. Negi, Jagmohan, *Tourism and Travel Concepts and Principles*. Gitanjali Publishing House.
4. Kamra, K.K. and M. Chand, *Basics of Tourism: Theory operation and practice,* Delhi: Kanishka Publication

Scheme Version – 2018	Managing Transport Operations	L	T	P	C
	Apply to Program: BBA TTM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: TTT- 111	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This subject is designed to give the idea about the basic concepts are used in the transport business in the world and in India as well.				

Subject Outcome	
1	To guide the concepts used in the air and surface transport business
2	To develop the concepts and operations of railways and waterways

Unit – I

Evolution of tourist transport system - . Introduction to transport system - air, road, rail and water transport. Importance and Relationship between tourism and transport industry.

Challenges faced by tourism based transport system, Role of transport industry in making world a global village.

Unit II

Road transport: Approved tourist transport, car hire companies including rental car scheme and tourist-coach companies, Regional Transport Authority, road taxies, contract carriage, stage carriage, All India permits etc. Rail Transport: Introduction to Indian railway system, IRCTC- Role and services offered, Luxury trains in India- Palace on wheels, Shivalik express toy train, EURAIL- Network, types of passes etc.

Unit III

Air Transport: Types of airlines – Domestic, International, Inter Continental, Intra Continental, Regional, Charter etc. Major Airlines of India and international airlines. Functions of DGCA, IATA, ICAO &AAI, Services provided by Airlines- Difference b/w LCC and full service airlines.

Water Transport: Types of water transportation, historical past, cruise ships, ferries, hovercraft, river canal boats, Water transport as attractions, Inland Water Ways, International Cruise Liners- Star cruise Virgo, Disney cruise.

Reference books/ material:

1. ChuckY. Gee, Travel Industry
2. Stephen Page, Transport for Tourism
3. Mill, R.C. and Morrison,Tourism System
4. P.N. Seth, Successful Tourism Management

Scheme Version – 2018	Emerging Indian Tourist Destination	L	T	P	C
	Apply to Program: BBA TTM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: TTT- 121	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This subject is introduced to give the knowledge about the Indian tourism along with the famous tourist destinations.				
Subject Outcome					
1	This will help to understand the nature resources.				
2	To give the professional information about the Hill stations of India				
3	This will help to understand about the beach based destinations of India.				

UNIT I

Indian Geography, physical and political features of Indian subcontinent, climatic conditions prevailing in India. Tourism resources and attractions in different states of India:

Rajasthan,
Uttrakhand,
Madya Pradesh,
Goa.

UNIT II

Natural Resources: Wildlife Sanctuaries, National Parks and Natural Reserves in India (Jim Corbett Tiger Reserve, Bharatpur Bird Sanctuary, Valley of Flowers, Kanha, Kaziranga, SasanGir, Dachigam, Ranthambhore and Keoladeo Ghana). Major wetlands of India.

UNIT III

Hill Stations: Study of Hill Station attractions and their environs with case studies of Mussoorie, Nainital,Munnar and Ooty. Beaches and Islands: Beaches in Goa, Kerala, Orissa. Andman Nicobar & Lakshdeep islands.

Reference books/ material:

1. Lonely Planet – India
2. JagmohanNegi – Travel Management
3. Indian Tourism Guide by Dr. AP Nanda

Scheme Version – 2018	Tourism Resources of India	L	T	P	C
	Apply to Program: BBA TTM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code TTT- 131	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	The course aims to provide a basic knowledge in different tourism products of India. India is a country with ample and diversified tourism resources and products to offer for both domestic and International Tourist's.				
Subject Outcome					
1	This course envisages discussion on tourism products like Cultural, Heritage				
2	This course envisages discussion on tourism products like Art and Architecture, Paintings, Classical dance forms and Music. Etc.				

Unit I

Tourism Products-Concept, Definitions, Classification, Characteristics of tourism Products.

Difference between tourism product and other consumer product.

Heritage & Pilgrimage Tourism - Classification, Art and Architecture, Historical Monuments, Religious and Spiritual Centers (Hindu, Buddhist, Jain, Muslim, Christian and Sikh).

Unit II

Cultural Tourism - Fairs and Festivals, Classical Dance and Music, Folk culture, Handicrafts and Handlooms, National Park and Sanctuary, World Heritage Sites in India, Museums and Art Galleries, Indian Cuisines.

Unit III

Emerging Forms – Adventure tourism: Land based, Aero based and Water based activities, Rural Tourism, Medical Tourism, Yoga and wellness Tourism, Eco Tourism, Event and Sports Tourism.

Reference books/ materials

1. S.P. Gupta (2002), Cultural Tourism in India, Indraprastha Museum of Art and Archaeology, New Delhi.
2. Tourism Products (Second edition): New Royal Book Company (2012) – Manoj Dixit and Charusheela.
3. Indian Tourism Products: Abhijeet Publications – Robinet Jacob, Sindu Joseph.
4. Awakening Indians to India: ChinmayaYuva Kendra.
5. The Wonder that was India: Al Basham

TTT-141 **Management Concepts & Philosophies** **3-0-0-3**

Course Objective

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Content

Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management. [08]

Planning: Types of Plan, Objectives of Planning, Planning process, SWOT, **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making. [12]

Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing. [12]

Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control. [07]

Text Books

1. Koontz, H. and Weihrich, H. *Essentials of Management*, Pearson Education.
2. Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi

References:

1. Luthans, F., "*Introduction to Management",* McGraw Hill.
2. Robbins, S. and Coulter, M.*Management,* Pearson Education.
3. Drucker P. F., *Practice of Management*, Mercury Books, London.
4. Griffin, R.W.,*Management Principles and Application*, Cengage Learning
5. Louis, A.Allen: Management and Organization; Mc Graw Hill, Tokyo.

Scheme Version – 2018	Computer Application	L	T	P	C
	Apply to Program: BBA TTM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: TTT - 151	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	The basic objective of the course is to introduce the students to the computer and networking concepts, computer applications, and productivity software.				
Subject Outcome					
1	This will help in enhancing the knowledge of computer and its applications.				
2	To give exposure about the awareness of computer technology and its role in society				

UNIT: I

Computer Basics: Introduction, Characteristics of a Computer, Criteria for Using Computers, History of Computers, Generations of Computer, Classification of Computers, Applications of Computer, Basic Components of PC, Computer Architecture.

Hardware and Software: Introduction, Computer Memory, Secondary Memory, Computer Peripherals, Output Devices, Software requirements.

UNIT II:

Detailed Content : Video Display, Storage Devices, Power-supplies, Basic input and output system, Wi-Fi, Operating system.

Windows XP: Introduction, Features, Comparison between Professional and Home edition, Windows XP installation, Activating Windows XP, Security features of Windows XP, Accessing User Accounts, and Getting Help.

UNIT III:

Excel 2007: Introduction, Workbook, Worksheet, Formatting in excel, Advanced formatting in Excel, Working with formulas, Printing worksheets.

MS PowerPoint: Introduction, Creating a Presentation, Basic Formatting in PowerPoint, Advanced Formatting, Using Templates, Inserting charts, Inserting tables, Printing presentations.

Security and Networking: Introduction, Simple Fine Sharing, Internet Information Services, Peer to Peer Networking.

Reference books/ materials

1. C.S. French "Data Processing and Information Technology", BPB Publications 1998
2. P.K Sinha `Computer Fundamentals`, BPB Publications, 1992
3. Guy Hart-Davis "The ABCs of Microsoft Office 97 Professional edition", BPB Publications, 1998
4. Karl Schwartz, "Microsoft Windows 98 Training Guide", 1998

Scheme Version – 2018	Tourism Products: Asia, Australia & Africa	L	T	P	C
	Apply to Program: BBA TTM – I Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: TTP-161	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	The main objective of this course is to familiarize students with tourism based geography. The topic covered during practical will impart knowledge related to geographical features of the World.				
Subject Outcome					
1	This will help to identify the various locations of the Asia, Australia and Africa.				
2	The attractions for the international destinations.				

List of Practical:

- Locate and Label the countries of Asia and their capitals on the Map of Asia.
- Locate and label major attractions of Singapore on the map of Singapore/World.
- Locate and Man Made attractions of China on the Map of China/World
- Locate and label Tourist attractions of Indonesia on the map of Indonesia/World.
- Locate and label Sea port of Indonesia on the map of Indonesia/Asia.
- Locate and label Famous beaches of Indonesia on the map of Indonesia/Asia.
- Locate and label major attractions of Malaysia on the map of Malaysia/World.
- Locate and Label the countries of Africa and their capitals on the Map of Africa.
- Locate and label the national parks of South Africa on the Map of Africa/World.
- Locate and label the major tourist attractions of South Africa
- Locate and Label the Cities of Australia on the Map of Australia
- Locate and label the International Airports of Australia on the map of Australia/World
- Locate and label the Tourist attractions of Sydney on the map of Australia.
- Locate and label major cities of Turkey on the map of Turkey/World.
- Locate and label major Tourist attractions of Istanbul on the map of Turkey/World.

Reference books/ materials

1. Boniface, B.G. and Chris Cooper, The Geography of travel and Tourism, Oxford: Butterworth Heinemann.
2. International Geography for Travel and Tourism by John P. Wrades.
3. Pearce Douglas, Tourism Today: A Geographical Analysis; New York: Longman.
4. Seth P.N., Successful Tourism Management, (Vol.1), New Delhi: Sterling Publisher.
5. Specific Country Guide Books of Lonely Planet Publication

Scheme Version – 2018	Indian Tourism Destinations	L	T	P	C
	Apply to Program: BBA TTM – I Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: TTP - 171	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	The main objective of this course is to familiarize students with tourism based geography. The topic covered during practical will impart knowledge related to geographical features of India and World as well.				
Subject Outcome					
1	This will help to identify the various locations of India.				
2	To get the practical exposure about the tourism based location of India..				
3	To work on maps used in the field of travel and tourism.				

List of Practical:

1. Locate and label the political map of India and write brief information of India. Locate the political boundaries- International, States and District
    a. Capital of India and NCR
    b. States and its capitals
    c. Union Territories of India
    d. Major Cities
    e. Neighboring countries of India
2. Locate and label Physical Division of India
    a. Peninsular Region
    b. Indo-Gangetic Brahmaputra Region
    c. Himalayas
    d. Coastal Plains
    e. Desert
3. Locate and label wildlife sanctuaries, bird sanctuaries and national parks on map of India
4. Design and label the tourist map of India. Cite the following-
    a. Hill stations
    b. Beaches
    c. Adventure Destinations – Land, Air, Water
5. Design and label the tourist map of India. Cite the following-
    a. Historical Places, monuments & Museums
    b. Pilgrimage – Hindu, Buddhist, Jain, Muslim & Sikh
    c. UNESCO World Heritage Sites in India
6. Brief introduction of state of Punjab. Locate and label on map of Punjab the following
    a. Capital of Punjab and its main tourist attractions
    b. Tourist Circuits of Punjab
7. Label network of Air & surface Transportation of India.

8. Identify the major tourist circuits of India – The Golden Triangle. Mark on map and label the tourist destinations and attractions.

9. Locate and cite the Domestic and International Airport of India. Also collect information about top 10 Airports and Airport Lounge of World and mark them on the world map.

10. World At A Glance : Locate and label Continents & Ocean of World on world map

11. Study of Map
    a. Type of Maps
    b. Map Reading – Location, Longitude & Latitude, direction, scale
    c. Conventional sign & symbols
    d. Color Scheme in Topographic maps

12. Time Zone
    a. Greenwich Meridian Time
    b. International Date Line
    c. Calculating of time of any given location

13. Climatic Zone
    a. Climatic Zone of World and main tourist destination in different climatic zones
    b. Seismic Zone
    c. Direction of Monsoon wind
        I. Southwest Monsoon (The Arabian Sea to the Bay of Bengal)
        II. North-East monsoon

Reference books/ material:

1. Lonely Planet – India
2. JagmohanNegi – Travel Management
3. Indian Tourism Guide by Dr. AP Nanda

Scheme Version – 2018	Computer Application Lab	L	T	P	C
	Apply to Program: BBA TTM – I Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: TTP-181	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	The basic objective of the course is to introduce the students to the world of computers and computer technology. Introduce students to the basic concepts of operating systems, MS Office, Email, Web security.				
Subject Outcome					
1	This will help in enhancing the Computer Skills				
2	To give practical exposure about the Email and Internet.				

List of Practical:

MS-Word : Starting Word, new documents, entering text, changing text, aligning, underlining, and justifying text. Use of tabs. Tables – creation, adding rows and columns, splitting, and combining cells, Borders. Saving, closing, and operating documents. Adding headers and footers. Print preview, and printing a document.

Power Point (Presentation software) : Basic concept of presentation software. Standard, formatting, and drawing toolbars in power point and their use. Creating and opening a presentation. Creating, deleting, opening, and copying slides. Closing and saving a presentation. Use of slide sorter, adding header/footer. Use of master slides and colour box.of animation features. Inserting pictures, resizing pictures. Inserting organization chart of auto content wizard.

Excel : its structure and capabilities, drawing toolbars of cells, entering and editing data and text, entering formulae. Operating Excel: concept of workbook and worksheet, serial fill, formatting text in cells and on the worksheet. Entering and pasting formulas, creating a chart. Excel Functions: max, min, date, count.

Internet : A brief history of origin of internet. Various applications of Internet such as email, information gathering, searching, chatting, downloading etc. of search engines, internet explorer and e-mail messages. Use of internet in various fields. Cyber Security and plagiarism.

Scheme Version – 2018	Environment and Waste Management	L	T	P	C
	Apply to Program: BBA TTM – I Semester	2	0	0	2
	Prerequisite: Nil	Total hours =			
Subject Code: UCT-143	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	To familiarize students with basics of environmental sciences, disaster & waste management.				
Subject Outcome					
1	Understudies will be able to identify different dimensions of environmental studies; problems related to the environmental degradation & will be able to take remedial steps.				
2	Disciples will learn about different type of disaster that occur in nature consequently learning to develop the preparedness and remedial techniques.				
3	Upon learning the problems related to environmental waste students will be able to segregate the waste in different categories and will learn its effective management techniques.				

Unit- 1

General: Definition, Scope & Importance, Need For Public Awareness- Environment definition, Type of Ecosystem, Balanced ecosystem, Human activities – Food, Shelter, Economic and social Security. Effects of human activities on environment, agriculture, Housing, Industry, Mining and Transportation activities, Bio diversity & its conservation

Renewable & Non renewable resources: Natural Resources- Forest resources Water Resources , Mineral resources , Energy resources , Land resources - Availability and Quality aspects. Energy–Hydro Electric, Nuclear, Solar , Hydrogen as an alternative future source of Energy. Biomass and Bio-gas

Environmental Pollution and their effects: Water pollution, Land pollution. Noise pollution, Public Health aspects, Air Pollution. Current Environmental Issues of importance, population Growth, Climate Change and Global warming- Effects, Urbanization, Automobile pollution, acid rain, Ozone Layer depletion, Animal Husbandry, Salient features & amendments of Enviromental Protection Act , Water Prevention & Control Act , Air prevention & control of pollution Act , Salient Features of Environmental Summit – Paris 2015

Unit-2

Disaster Management: Introduction on Disaster Different Types of Disaster : A) Natural Disaster: such as Flood, Cyclone, Earthquakes, Landslides etc B) Man-made Disaster: such as Fire, Industrial Pollution, Nuclear Disaster, Biological Disasters, Accidents (Air, Sea, Rail & Road), Structural failures(Building and Bridge), War & Terrorism etc. causes, effects and practical examples for all disasters.

Disaster Preparedness and Response Preparedness: Disaster Preparedness: Concept and Nature, Disaster Preparedness Plan, Prediction, Early Warnings and Safety Measures of Disaster,

Role of Information, Education, Communication, and Training, Role of Government, International and NGO Bodies. Role of IT in Disaster Preparedness, Role of Engineers on Disaster Management.

Unit-3

Waste Management: Municipal Solid Waste Management, Waste Collection, Storage and Transport. Waste Disposal - Key issues and features. Waste Processing Techniques. Source Reduction, Product Recovery and Recycling. Recovery of Biological Conversion Products: Composts and Biogas. Composting and Biogasification Technology. Hazardous Waste: Management and Treatment. Integrated Waste Management (IWM).

Solid Waste Management Act: Municipal Solid waste (Management & Handling) Rules 2000, Waste Management Rules 2016 (Amendments)

Reference books/ materials

1. Management: A Global Perspective, Weihrich, H. and Koontz, H., New York, McGraw Hill 2006
2. Disaster Management: A Disaster Managers Handbook, Carter, W.N., Manila, ADB. 2006
3. Disaster Management Handbook for Bangladesh, Parts I-IV. Dhaka, BDPC and PACT, Rahman, M.S 2005
4. Management, Stoner, J.A.F. and Freeman, R.E., Prentice-Hall, New Delhi 2004
5. Environmental Engineering , Howard S.Peavy ,Donald R. rowe New York , Macgraw Hill
6. Geographic Information: Economic applications, Martin. D., Routledge, London
7. Introduction to Environmental Engineering and Science , 2nd Edition ,G.M.Masters ,Prentice Hall ,New Jersy
8. Ecology & the Environment , Monson, Russel k ed., springer

Semester II

Scheme Version – 2018	Airlines and Tourism Operations	L	T	P	C
	Apply to Program: BBA TTM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: TTT- 102	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This subject is designed to give the idea about the basic concepts used in the airline and tourism sector at global level.				
Subject Outcome					
1	To make aware the students about the concepts used in the airlines industry.				
2	To make aware the students about the trends in tourism at the international level				

Unit I

AIRLINES OPERATIONS:- Introduction to Airlines- LCC & Full service airlines-various cabin classes, Organizational structure of an domestic and international airlines, Freedom of Air, Operational process description (brief introduction of Load & trim, fueling, water loading, dumping, catering, baggage loading/unloading, tow truck & tow bar, doilles, catering vehicle,choks). Leading International airlines of the world

Unit II

TOURISM OPERATIONS:- Leading tour operators, GSA,PSA,OTA, Tailor made packages, Inclusive tour packages. Types of tours-one way tour, return tour, circle tour, around the world, open jaw.

Unit III

Product and the services of the following companies:-

a) Jet Airways
b) Cathay Pacific
c) Cox and Kings
d) Make my trip

Reference books/ material:

1. Global trends in Tourism & Hospitality Industry by Sudhir Andrews
2. Tourism and Global : A case study by Mike J. Aourncer.

Scheme Version – 2018	Emerging International Tourist Destination	L	T	P	C
	Apply to Program: BBA TTM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: TTT- 112	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This course is designed to give the knowledge about the International tourism along with the famous tourist destinations.				
Subject Outcome					
1	This will help to understand the world tourism destinations with country facts and figures.				
2	To give the professional guidance about the emerging tourism based destinations.				

Country Profile: Map work, Background, Location, Climate, Terrain, Country facts, History, Economy,Tourism Statistics, Passport and Visa Regulations, Major Tourist Resources and activities for the following Countries:

UNIT –I

Great Britain
Thailand

UNIT II

Mauritius
Italy

UNIT III

UAE-Dubai
New Zealand

Reference books/ materials

1. International Geography for Travel and Tourism by John P. Wrades
2. Lonely Planet – Great Britain, Far East, New Zealand, UAE, Europe
3. A.K Bhatia – International Tourism Mgt

Scheme Version – 2018	Automation in Tourism and Airlines Industry	L	T	P	C
	Apply to Program: BBA TTM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: TTT- 122	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This will help to understand the use of ICT in the aviation & tourism sector.				
Subject Outcome					
1	To understand the use of CRSs used the airlines business.				
2	To guide about the different types of air tickets and their use.				

Unit I

Automation in the tourism industry – An Introduction Importance of Information Technology in Tourism Automation in the hotel, airlines and travel business. Billing settlement process- Concept , roles and objectives. History of Airlines ticketing, Airlines reservation system(ARS)- Concepts, roles and objectives. Flight information display system(FIDS).

Unit II

Introduction to CRS: The need for a CRS system, History of the CRS system, Use of the CRS by Airlines and Travel Agents, Benefits and importance of the CRS system to the Travel trade, Introduction to Amadeus, Galileo, Worldspan , SABRE. Mixed Class journey, around the world fares (RTW) special fairs, MCO, PTA and Universal air travel plan

Unit III

Ticketing process: Components of an electronic ticket Types of tickets: Manual ticket/ Automated Ticket/ e-ticket Ticket Coupons Difference between I ticket and e-ticket What are Special fare? Various kinds of special fares.Details of an automated ticket.

Reference books/ materials:

1. Gupta S.K : International Airfare & Ticketing Methods & Technique UDH Publishers & Distributors (P) Ltd. New Delhi.
2. Sinha P.C: Encyclopedia of Tourism Management
3. JagmohanNegi: Travel Agency & Tour Operation Concepts & principle

Scheme Version – 2018	Food and Beverage Service	L	T	P	C
	Apply to Program: BBA TTM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: TTT- 132	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	The objective of this course is to develop the very basic manners & ethics among hospitality students about the food & beverage operations so that when they step into the industry they should be able to prove themselves as an asset to the organization and can be remembered by their guests.				
Subject Outcome					
1	This will help to understand the basic concepts of Food and Beverage services				
2	To understand the types of Services used in the airlines and hospitality industry.				
3	To guide the student about the types of menu using at international level.				

Unit-I

1. INTRODUCTION OF FOOD & BEVERAGE SERVICE
   - Introduction to Food Service industry.
   - History and growth of catering industry in India.
   - Sectors of the Food service industry.
   - Variables in Food service operations.
   - The meal experience.

2. FOOD AND BEVERAGE OUTLETS
   - Introduction.
   - Commercial v/s subsidized catering.
   - Sections of Food and Beverage department.
   - Organizational structure/ Hierarchy of F&B department.
   - Duties and responsibilities of F&B personnel.
   - Attributes of F&B staff.

Unit-II

3. FOOD AND BEVERAGE SERVICE AREA AND EQUIPMENTS
   - Introduction
   - Still room
   - Silver room / Plate room
   - Wash-up
   - Hotplate
   - Service equipments (Linen, Furniture, China ware, Glassware, Flatware, Hollowware, Special service equipments and service trolleys)
   - Automatic vending and disposables

4. TYPES OF SERVICE
   - Introduction

- English service
- French service
- Russian service
- Cafeteria service
- Snack bar service
- Grill room service
- Gueridon service
- Buffet service
- Breakfast service

Unit-III

5. THE MENU AND ITS KNOWELDGE
   - Introduction
   - Origin of the menu
   - Purpose of the menu
   - Classes of the menu
   - Influences of the menu
   - Eleven courses French classical menu
   - Meal times

Reference books/ materials:

1. Andrews Sudhir, F & B Service Training Manual, Tata McGrawhill, New Delhi 2007
2. DhawanVijay,(food& beverage service) Isha publication, 2007
3. Denis Lillycrap, Jon cousins (Food & Beverage service) 2006

Scheme Version – 2018	Tourism Economics	L	T	P	C
	Apply to Program: BBA TTM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: TTT-142	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	To provide an understanding too basic economic environment, balance between demand and supply in tourism industry and analyzing the prevailing conditions.				
Subject Outcome					
1	To understand the scope and method of economics				
2	To understand demand and supply in tourism				
3	Tourism understand the economic impact of tourism				

Unit-1

Scope and method of economics; scarcity and choice; questions of what, how and for whom to produce and how to distribute output; working of price mechanism and resourceallocation.The economic characteristics of tourism, a general tourism information system, the Tourism Satellite Account, WTO tourism statistics,tourism and/or holiday surveys, the tourism production index, role of TFCI in tourism development.

Unit-2

Elasticity of Demand: Concept and measurement of elasticity of demand; Price, income and cross elasticities; Average revenue, marginal revenue, and elasticity of demand; Determinants of elasticity of demand. Determinants of tourism demand, trends in tourism demand, tourism demand worldwide, holiday propensity and holiday frequency, seasonality, tourism supply in the tourism system, tourism supply, the tourist product and its lifecycle, tourism supply and market structures, pricing in tourism, supply trends.

Unit-3

Tourism as a strategic dimension of economic development, economic advantages and disadvantages, balance of payments and tourism, the magic tourism multiplier, measurement of income generation, measurement of employment generation, special characteristics of employment, the impact of events.

Reference books/ materials:

1. De Brabander,G. (1992). *ToerismeenEconomie*. Leuven: Garant.
2. Keller, P. and Bieger, T (eds) (2001). *Tourism Growth and Global Competition*. St Gallen: AIEST.
3. Sharpley, R. and Telfer,D. (eds) (2002). *Tourism and Development. Concepts and Issues.* Clevedon: Channel View Publications.
4. Karl E. Case and Ray C. Fair, Principles of Economics, Pearson Education, Inc., 8th edition, 2007.
5. N. Gregory Mankiw, Economics: Principles and Applications, India edition by South Western, a part of Cengage Learning, Cengage Learning India Private Limited, 4th edition, 2007.
6. Joseph E. Stiglitz and Carl E. Walsh, Economics, W.W. Norton & Company, Inc., New York, International Student Edition, 4th edition, 2007.

AAT-152 **Human Resource Management** **3-0-0-3**

Course Objective

To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Content

Human Resource Management: Concept and functions; Role, status and competencies of HR manager; HR policies; Evolution of HRM; Emerging challenges of human resource management - Workforce diversity, empowerment, downsizing, VRS, work life balance. **Acquisition of Human Resource:** Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment – concept and sources; Selection – concept and process; Test and interview; Placement, induction and socialization; Retention. [12]

Training and Development: Concept and importance; Role specific and competency based training; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing. [08]

Performance Appraisal and Compensation Management: Performance appraisal- Nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counselling; Job changes - Transfers and promotions, Human resource audit; **Compensation** - Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Job evaluation. [10]

Maintenance of employees and Emerging Horizons of HRM: Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations- An overview; Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; e-HRM; Human Resource Information System and e-HRM; Impact of HRM practices on organisational performance; HR audit, Contemporary issues in human resource management. [09]

Text Books

1. Aswathappa, K., "*Human Resource Management",* Tata McGraw-Hill, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management",* Wiley, India.

References:

1. Pande Sharon and Basak Swapnalekha (2012), "*Human Resource Management-Text and Cases*", 1st Edition, New Delhi, Pearson Education.
2. Mondy, A. W. and Noe, R. M., "*Human Resource Management",* Pearson Education.
3. Rao, V. S. P., "*Human Resource Management: Text and Cases",* Excel Books.

Note: Latest edition of text book and references must be used.

Scheme Version – 2018	Food and Beverage Service Practical	L	T	P	C
	Apply to Program: BBA TTM – II Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: TTP - 162	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	The objective of this course is to develop the very basic manners & ethics among hospitality students about the food & beverage operations so that when they step into the industry they should be able to prove themselves as an asset to the organization and can be remembered by their guests.				
Subject Outcome					
1	This will help to understand the basic concepts of Food and Beverage services				
2	To understand the types of Services used in the airlines and hospitality industry.				
3	To guide the student about the types of menu using at international level				

List of Practical :

Sr. No.	Name of Practical
1	Grooming standard of F & B Personnel. Carrying five friends
2	Layout of American Breakfast
3	Layout of English Breakfast
4	Layout of Continental &Indian Breakfast
5	Napkin folding, its types and actual folds were demonstrated & practised by students
6	Service of non alcoholic beverage, Tray setup for tea & coffee
7	Service of Cigar&cigrettes (Focus on lighting a cigar). Precaution taken while lighting
8	Clearance procedures followed in fine dining restaurants
9	Clearance procedures followed in fine dining restaurants
10	Restaurant procedures includes welcoming & seating
11	Restaurant procedures includes Misen Place

Scheme Version – 2018	Tourism Products: Europe & America	L	T	P	C
	Apply to Program: BBA TTM – II Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: TTP-172	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	This subject is introduced to give the knowledge about the International tourism along with the famous tourist destinations. This will help to understand the world tourism destinations with country facts and figures.				
Subject Outcome					
1	This will help in learning of destinations and attractions of International countries				
2	To get the practical exposure about the tourism based location of world.				

List of Practical :

- Locate and Label the countries of US and their capital on the Map of US/World.
- Locate and label the destinations/attractions of Canada on the map of Canada/World.
- Locate and label Bird and wildlife sanctuaries - National parks of Canada on the Map of Canada
- Locate and label Tourist attractions of Canada on the map of Canada/World.
- Locate and label the International airports on the map of America/world
- Locate and label major tourist attractions of North America on the map of USA/World.
- Locate and label the tourist attractions of Brazil on the Map of Brazil/America
- Locate and label the tourist attractions of Mexico on the Map of Mexico/America
- Locate and Label the countries of Europe and their capital on the Map of Europe.
- Locate and label the Attractions of France on the map of France/World.
- Locate and label the International airports on the map of Europe/world.
- Locate and route the Euro rail network on the Map of Europe.
- Locate and label the Mountains of Switzerland on the map of Switzerland/World.
- Locate and label the historical man made attractions of Spain on the map of Spain/World.
- Locate and label the Attractions of Sweden on the map of Sweden/World.

Reference books/ materials

1. Specific Country Guide Books of Lonely Planet Publication
2. DK Eyewitness Travel Guide: Europe
3. A.K Bhatia – International Tourism Mgt
4. International Geography for Travel and Tourism by John P. Wrades

Scheme Version – 2018	Communication Skills	L	T	P	C
	Apply to Program: BBA TTM – II Semester	3	0	0	3
	Prerequisite: Studied English Language upto senior secondary	**Total hours =**			
Subject Code:	**Marks : 100**				
	Internal: 40	External: 60			
	Objectives				
UCT-182	The Communication Skills Course aims to augment students overall communication and interpersonal skills by making them realize the importance of good oral and written English communication skills in professional life. To enrich their reading capability with special emphasis on expanding vocabulary and grammatical formations. To build exceptional LSRW skills by correcting grammatical errors and pronunciation through practice.				

Subject Outcome	
1	The student would be able to produce contextual written text and speech.
2	Students would be able to write for short compositions, in the form of paragraph writing, business correspondence etc.
3	Students would have the strategic competence to use both spoken & written language in a wide range of communication.
4	Student would demonstrate linguistic competence- through accuracy in grammar, pronunciation and vocabulary.
5	Student will be able to speak fluently through regular practice and speaking drills.

Unit -1

Business Communication: Meaning, importance, process, models and types, barriers to effective communication, verbal and non-verbal communication, Techniques for building LSRW Skills.

Reading Skills: The students will be required to read the book: **Using English - A Course book for undergraduate learners,English for Engineers and Technologists***

Reading: UNIT- HUMOUR

UNIT - TECHNOLOGY WITH A HUMAN FACE*

Writing: Paragraph writing, reading comprehension

Listening: Vowel sounds, stress and intonation

Speaking: Greeting, taking leave, introducing oneself and others

Grammar: Parts of Speech, articles,modal verbs

Vocabulary: Word formation-Prefixes, suffixes and compounds,homonyms, homophones, homographs

Unit -2

Ethics in Communication- Significance, Factors, Dilemmas in Ethical Communication

Reading: UNIT- INSPIRATION

UNIT-CLIMATE CHANGE AND HUMAN STRATEGY*

Writing: Précis writing, Leave Application, permission letter,business letters - sales, request, order, inquiry, acknowledgement, complaint and collection letters, memorandum writing, office order, circular, various types of notice writing.
Listening: Consonant Sounds
Speaking: Social Etiquette,interrupting and making polite conversation
Grammar: Tenses, concord (subject-verb agreement),punctuation
Vocabulary: One-word substitutes, synonyms, antonyms, collocations

Unit -3

Cross-cultural Communication – Significance, elements, cultural context and barriers to Cross Cultural Communication
Reading: UNIT- SUSTAINABLE DEVELOPMENT
UNIT-EMERGING TECHNOLOGIES*
Writing: Summarizing, note making and note taking, Email Writing, digital content writing (blogs and websites)
Listening: Listening to details and taking notes-points and sub-points, listening for the theme and gist
Speaking: Making request, apologizing and listening
Grammar: Narration, voice, transformation and correction of sentences
Vocabulary: Collocations, idioms

Text books

Note: The reader for Engineering students is marked with a (*)

1. Suggested Reading: Board of Editors, Using English - A Course book for undergraduate learners, Orient Blackswan, Hyderabad (2016)
2. *Suggested Reading for Engineering: Board of Editors, *English for Engineers and Technologists*. Orient Blackswan, Hyderabad (2016).
3. Professional Communication Skills - Study Material and Workbook, Chandigarh University.

Reference

1. Lesikar R.V.; Petit J.D., Business Communication, Tata McGraw (2015), New Delhi.
2. Chaturvedi, P.D. and Chaturvedi, M; Business Communication, Pearson Education (2015), New Delhi.
3. Juneja, Om and Mujumdar A; Business Communication: Techniques and Methods, Orient Blackswan (2015), Hyderabad.
4. Raman, M. and Sharma, S; Technical Communication-Principles and Practice, Oxford University Press (2016), New Delhi.
5. Flately, Business Communication, Mc GrawHill, New York.
6. Murphy, R., Elementary Grammar, Cambridge University Press (2014), UK.
7. Murphy, R., Essential Grammar in Use, 4th Edition Cambridge University Press (2013), UK.
8. Hewing, Martin, Advanced English Grammar, Cambridge University Press (2012), UK.

Scheme Version – 2018	Communication Skills Practical	L	T	P	C
	Apply to Program: BBA TTM – II Semester	0	0	2	1
	Prerequisite: Studied English language upto senior secondary	**Total hours =**			
Subject Code:	**Marks : 100**				
	Internal: 60	External: 40			
	Objectives				
UCP-192	To equip students with listening, reading and speaking skills necessary for academic, professional and cultural situations. To foster self-confidence and positive attitude in students' ability to communicate. To monitor, remediate and strengthen comprehensible pronunciation.				
Subject Outcome					
1	Student would be confident in listening and speaking skills necessary for interaction in academic, professional and cultural situations				
2	Student would use language effectively for group discussions and public speaking				
3	The students would use non-verbal skills appropriate to the social environment.				
4	The student would be self aware and enhance soft skills for the professional world.				
5	The student would use correct intonation, stress, pronunciation and neutral accent to communicate in English.				

Unit -1

Soft Skills: Self Awareness- Personal attributes, SWOT Analysis

Verbal Skills: Art of Public Speaking- just a minute, extempore, news discussion

Non-Verbal Skills: Positive body language, posture, gestures, symbols and signs

Listening Skills: Listening exercises-1 & 2, vocabulary building-1 & 2

Phonetics: Classification of Speech Sounds, Vowel sounds, Introduction to phonetic symbols

Unit -2

Soft Skills: Goal Setting, Time Management

Verbal Skills: Art of self introduction, extempore, cross talk, news discussion

Non-Verbal Skills- Social Etiquette, Personal appearance and grooming

Reading Skills: Reading Comprehension -1 & 2, vocabulary building-3 & 4

Phonetics: Consonant Sounds

Unit -3

Soft Skills: Stress Management **; Verbal Skills:** Greetings, Making Requests

Reading Skills: Reading Comprehension -3 & 4, vocabulary building-5 & 6

Speaking Skills: Group discussion; **Phonetics:** DiphthongsSounds, Stress & Intonation rules

Software Support

1. Globarena EL- Client Software for Communication Skills, Hyderabad.

Reference

1. Sethi, J., Dhamija, P.V., A Practice Course in English Pronunciation, Prentice Hall of India, New Delhi.
2. Roach P., English Phonetics and Phonology: A Practical Course (English), Cambridge University Press, 4th Edition,UK.
3. O'Connor, J. D., Better English Pronunciation, 2nd Edition, Cambridge University Press, (2012), UK.
4. Hornby, A.S. Oxford Advanced Learners Dictionary of Current English, 7th Edition, Oxford University Press, UK.

Semester - III

TTT-203	Geography of Tourism	3-0-0-3

Course Objective: This paper is very unique for the budding tourism professionals to understand and to be familiar with the global geography with reference to tourism.

Course Content

	Introduction to Geography: Elements of Geography, Branches of Geography, Importance of Geography in Tourism, World's Climatic Zones, Latitude & Longitude.	[7]
	IATA Areas, Code and GMT Time: Areas, Sub Areas and Sub Regions As per International Air Transport Organization (IATA), IATA Three Letter City Code, Two Letter Airlines and Airport Code, International Date Line, Time Zones, Greenwich Mean Time, Calculation of Local Time, Flying Time, Grounding Time, Elapsed Time, Daylight Saving Time	[10]
	Planning Travel Itineraries, Qualifying the Customer, Planning Air Itineraries, Resources for Research.	[7]
	Local Currencies around the World, Types of Local Currencies, Local Currencies & Country Currency Codes	[7]
	Modes of Transport around the World, Development of World Transport Modes, Future trends in Intercontinental Transport.	[8]

Text Books

1.	Burton, R. Travel Geography. Pitman Publishing, Marlow Essex.	
2.	Boniface B. & Cooper, C. Worldwide Destinations: The Geography of Travel & Tourism. Oxford Butterworth Heinemann, London	

References:

1.	C. Michael Hall & Stephen J. Page .The Geography of Tourism and Recreation-Environment, Place and Space. Third Edition, Routledge, London.	
2.	Travel Information Manual, IATA, Netherlands, 5. World Atlas	
3.	Hall, M ,Geography of Travel and Tourism, Routledge, London.	

Note: Latest edition of text book and references must be used.

TTT-213	Customer Services	3-0-0-3

Course Objective: It would entitle the students to learn and inculculate set of skills required for providing a qulity services to the customers.

Course Content

	Who is a customer? internal customer, external customer Who is a service provider? Why are some service providers better than others? Who is a satisfied/ dissatisfied customer? What are the consequences of satisfied/ dissatisfied customers?	[8]
	What is Quality? What is customer satisfaction? What is customer delight? Standards of Customer Service.	[7]
	Key areas of customer care; The product or the service itself; Sales and promotion of the service After sales support to the customer, Organizational culture.	[8]
	Customer Feedback, feedback tools Converting Customer care philosophy into everyday action Developing customer trust and loyalty - online Grooming and Etiquette Telephone Handling Skills.	[8]
	Complaint Management, Transactional Analysis in Customer Care, Customer care in airlines, Customer care in hotels, Case studies and Role Plays.	[8]

Text Books

1.	Bhatia A.K. International Tourism Management, Sterling Publishers, New Delhi.	

References:

1.	V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy, and Tools, Springer Publications, Heidelberg New York Dordrecht London.	
2.	Francis Buttler, Customer Relationship Management: Concepts and Tools, Taylor & Francis, ebook.	

Note: Latest edition of text book and references must be used.

TTT-223	Tourism Management	3-0-0-3

Course Objective: The course would provide the knowledge of management aspects linked to tourism and would enlightened the students know-how about different dimensions of tourism organisations .

Course Content

	Introduction- Definition of management concept-Development of management- managerial skills of tourism-management of tourism-components of tourism accommodation-attractions-accessibility-management of environment.	[8]
	Management of tourism marketing-segmentation-marketing mix-tour pricing- types of demand and supply and marketing research.	[7]
	Nature and classification of tourism- Basic nature of tourism, Nature of tourism: Leiper's Model, Tourist Generating Regions (TGR), Transit Regions (TR) ,Tourism Destination Regions (TDR), Varied benefits of tourism, Indian concept of classification of tours/tourism.	[8]
	Tourism planning- Need for tourism planning, Essentials of planning, Eight point planning process, Aims of tourism planning, Significance of planning.	[7]
	Infrastructure of tourism management- Structural components, Important tourist services, The seasonal character of tourism, Suggestions for improvement of tourism, Tourism organisational set up in india- Structure of department of tourism, NTO & its Functions	[9]

Text Books

1.	Dasgupta, Devashish (2010). Tourism Marketing. New Delhi: Pearson Education. (L)	
2.	Chowdhary, Nimit and Prakash, Monika (2005). A Textbook of Marketing of Services. New Delhi: Macmillan India Limited. (L)	

References:

1.	Douglas Pearce , Tourism Today - A Geographical Analysis - Longman Group vk Ltd.	
2.	Pran Seth , Successful Tourism Management, Sterling Publishers Pvt., Ltd..	
3.	A.K. Bhatia, Tourism Development.- Principles and Practices. Sterling Publishers Pvt.,Ltd	

Note: Latest edition of text book and references must be used.

TTT-233	Business Accounting	3-0-0-3

Course Objective: To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.

Course Content

	Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only).	[12]
	Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self-balancing ledgers vs. sectional balancing ledgers.	[8]
	Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance.	[8]
	Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment.	[11]

SUGGESTED TEXT BOOKS

1.	Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.	
2.	Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.	

SUGGESTED REFERENCE BOOKS

1.	Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.	
2.	Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.	
3.	Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.	
4.	Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.	
5.	Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.	

Note: Latest edition of text book and references must be used.

	Foreign Language – I	3-0-0-3
	Offered by School of Liberal Arts	

MDC 003	Environmental Studies	3-1-0-4

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

	Environmental Science: Definition, scope and importance, Multidisciplinary nature.	[02]
	Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India.	[06]
	Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature. Suggested Case studies: i) Cultural Basics of our Environmental Crisis: ii) Ecofeminism	[06]
	Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources. Suggested Case Studies: i) What has posterity ever done for me? i) Energy policy and further future: The identity problem	[05]
	The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. Suggested Case Studies: i) The tragedy of commons: ii) We all live in Bhopal iii)The Silent Spring;	[06]
	Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health. Suggested Case Studies: i) Earth the Crowded Planet ii) Famine Affluence and morality iii) The world food supply	[06]
	Protection and Prevention of Environment with Special intervention:	[06]

	Environment Protection and the Law: Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil). **Primary Protective Laws:** Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010. **Secondary Laws:** Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it.	
	Sustainable Development (Objective and Application): **Introduction:** Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics **Case studies** a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing b. **Science and Engineering Issues**: Organic farming, Renewable energy. c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead? e. **Judicial activism**	[11]
	Field Trip & Report writing: (Any one of the following) i) Visit to renewable energy site ii) Visit to biodiversity park iii) Workshop on sustainable fashion iv) Shekhawati and its environment v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district	[04]

Text Books

1.	Cunningham William P. Saigo B Woodworth, *Environmental Science: A Global Concern*, McGraw-Hill Higher Education; Sixth Edition	
2.	Odum E. P. Barret G.W "*Fundamental of Ecology"*, 5th Edition Cengage Learning.	

References:

1.	S.C Shastri "*Environmental Law*"5th Ed EBC Explorer, India.	
2.	, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, "*Introduction to Psychology"* International Student edition, Tata McGraw Hill, New Delhi.	
3.	E.F.Schumacher, Blond and Briggs, "*Small is Beautiful: Economics as if People Mattered"* London.	
4.	Heywood V.H. & Watson R.T. 1995. "*Global biodiversity assessment"*, Cambridge Univ. Press	
5.	"*Our Common Future*", Report on World Commission on Environment and Development United Nations Document.	
6.	Al Gore, "*Dysfunctional Civilization: The Earth in Balance"*, Houghton, Mifflin.	
7.	Lester Brown, Christofer Favin, Sandra Postel, "*Vision of a Sustainable World"*, The Worldwatch Reader, Ed Lester R. Brown New York	
8.	W.P. Pruden and S.H. Anderson, "*Environmental Sciences"*, Charles. E., Meredith Publication, NY,	

	USA	
Mongraphs for suggested Case Studies :		
9.	Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)	
10.	Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)	
11.	Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)	
12.	Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)	
13.	What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)	
14.	Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)	
15.	The tragedy of commons: Grrettn Hardin, Science, 162 (1968)	
16.	We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)	
17.	The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)	
18.	Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)	
19.	Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)	
20.	The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993	
Note: Latest edition of text book and references must be used.		

	Mody University Elective	**3-0-0-3**
	Offered by different Schools of University	

BS 251	Production and Operations Management	3-0-0-3

Course Objective

This course introduces the students to the theory and practice of production management as a functional area in the management of business enterprise.

Course Content

	Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting. **Plant Location and Utilities:** Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control.	[07]
	Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques.	[05]
	Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications.	[07]
	Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement- Time Study. **Quality Control:** Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle.	[20]

Text Books

1.	Aswathappa. K & Bhat, Shridhar. K; *Production and Operations Management*, Himalaya Publishing House, New Delhi.	
2.	Heizer Jay and Render Barry, "*Production & Operations Management*", Pearson Edu.	

References:

1.	Goel, B.S; *Production Operations Management*, Pragati Prakashan, Meerut.	
2.	Adam & Ebert; *Production and Operations Management*, PHI, New Delhi.	
3.	Buffa & Sarin; *Modern Production/Operation Management*, John Wiley & Sons, New Delhi.	
4.	*Production/Operations Management*, MS-53 (IGNOU), New Delhi	
5.	Chase R B, Aquilano N J , Jacobs F R and Agarwal N, "*Production & Operations Management Manufacturing and Services*", Tata McGraw Hill	

Note: Latest edition of text book and references must be used.

TTT-204	Travel Agency and Tour Operations	3-0-0-3

Course Objective: The student should be able to understand the nature, structure and working of Travel Agency. Also the learner will be able to comprehend the range of services provided by them and, highlights the intricacies involved in tourist services.Recent trends and changes in travel agency and tour operations will help them to have updated knowledge.

Course Content

	Travel Retailing-Travel Agency & Tour Operations, Functions of a Travel Agency, Departments of Travel Agency Package Tours & its Components, Client Handling activities in Travel Agency.	[6]
	Itinerary Planning-Itinerary and its importance, Types of Itineraries, Factors to keep in mind while designing an Itinerary, Itineraries for Inbound and domestic tourists:- Golden triangle, Rajasthan tour, kerela tour Popular outbound Itineraries of Singapore, Malaysia, Thailand , Europe Tour, Australia Tour	[7]
	Package Tours-Package tour and its components, Practical components of a standard package tour Designing & Costing of a package tour	[6]
	Visas-Difference between Passport and Visa Types of Passport & Visa Preparing Visa cases Formalities required for Various Visas like:-Schenegen, Dubai and Far East	[6]
	Forex-Basic overview of FOREX Forex Terminology-TCs, Cash currency, BTQ, LERMS	[6]
	How To Set Up a Travel Agency -IATA Rules and Regulations. **CASE STUDY DISCUSSION** (Including the profile of the company, area of specialization, Tag Lines, CEOs and Top shots) Thomas Cook, La Passage to India, Travelguru.com, BTA, Star Cruises: Overview.	[8]

Text Books

1.	Chand, M. Travel Agency Management: An Introductory Text.Anmol Publications Pvt. Ltd., New Delhi.	
2.	S. K., & Mishra, J. M. Tourism: Principles and Practices. Oxford University Press.	

References:

1.	Goeldner, C. R., & Ritchie, J. B. Tourism principles, practices, philosophies. John Wiley & Sons.	
2.	Jafari, J. (Ed.). Encyclopedia of tourism. Routledge.	
3.	Holloway, J.C. The Business of Tourism, London: Person Education Limited.	

Note: Latest edition of text book and references must be used.

TTT-214	Organisational Behaviour	3-0-0-3
Course Objective : To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.		
	Introduction: Organisational Theories - Classical, Neo-classical and Contemporary. Organisational Behaviour: concepts, determinants, challenges and Formal and Informal structures; Flat and Tall structures. Opportunities of OB. Contributing disciplines of OB. Organizational Behaviour Models. **Individual Behaviour:** Personality- Type A and B, Big Five personality types, Factors influencing personality; **Values and Attitudes**- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes, measurement of attitude; **Learning** - Concept and Learning theories and reinforcement, Schedules of reinforcement; **Perception and Emotions**- Concept, Perceptual process, Importance, Factors influencing perception, perceptual errors and distortions, Emotional Intelligence.	[15]
	Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making. Nominal group technique and Delphi technique. Communication and Feedback, Models of Communication. Transactional Analysis, Johari Window.	[5]
	Motivation: Meaning and Importance of motivation, Theories- Vroom's Valence - Expectancy Theory, Intrinsic motivation by Ken Thomas .Behaviour modification, Motivation and organisational effectiveness, Measurement of motivation using standard questionnaire; **Leadership, Power and Conflict:** Concept and theories, Styles of leadership, Behavioural approach, Situational approach, Leadership effectiveness. Power and conflict. Bases of power, power tactics; Sources of conflict, Conflict Resolution Strategies.	[11]
	Dynamics of Organisational Behaviour: Organisational Culture and climate- Concept and determinants of organisational culture. Developing Organizational culture. Organisational change- Importance, Stability vs. Change, Proactive vs Reaction Change, Change Process, Managing Change. Individual and organisational factors to stress; Work Stressors, Consequences of stress on individual and organization; Prevention and Management of stress.	[8]

Text Books

1.	Stephen P. Robbins, Timothy A. Judge, and Vohra Neharika, *"Organizational Behavior",* 16th Edition, New Delhi, Pearson Education.	
2.	John W. Slocum and Don Hellriegel , Fundamentals of Organizational Behavior", 1st Edition, New Delhi, Thomson.	

References:

1.	Fred Luthans , *"Organizational Behavior-An Evidence-Based Approach",* 12th Edition, New Delhi, McGraw Hill.	
2.	Margie Parikh and Rajen Gupta, *"Organizational Behavior", 1st Edition,* New Delhi, McGraw Hill.	
3.	Udai Pareek and Sushama Khanna, "*Understanding Organizational Behavior",* 3rd Edition, New Delhi, Oxford University Press.	

Note: Latest edition of text book and references must be used.

TTT-224	**Tourism Planning & Development**	**3-0-0-3**

Course Objective: Having studied Tourism Planning and Development, the students will be able to describe theories of tourism planning and development. It will outline different approaches to tourism planning..It would describe the elements of a tourism policy model and how these elements are used to form a tourism policy for a destination.To outline the tourism planning process and different phases of that process. To analyze the tourism development of a destination.To explain different strategies of managing tourism growth.

Course Content

	Concepts of Tourism development policy, Definition & characteristics of policy, Principles of policy formulation, Levels of tourism development policy, Stakeholders in tourism development policy formulation.	[6]
	Concept of Tourism Development Planning, Definitions and Concepts of Tourism Planning, Principles of Tourism planning (meaning, objective, types, characteristics etc), Key Players in Tourism Development Planning.	[8]
	Stages of Tourism Development Planning: VMO (Vision, Mission & Objective Formulation), Survey of the existing situations, Analysis & Synthesis Of the existing situations, Plan formulation: developing strategies, Implementation, Monitoring and Evaluation.	[9]
	Considerations in Tourism Development Policy and Planning, Environmental Consideration, Economic Consideration, Community Consideration, Political Consideration, Institutional Consideration, Facilities Standard Consideration.	[9]
	Case Studies -Understanding the success and failure factors of different cases around the world.	[7]

Text Books

1.	Gunn, C.Tourism Planning: Basic, Concepts and Cases, Cognizant Publication.	
2.	Swain, S.K. & Mishra, J.M.Tourism Principles & Practices. Oxford University Press, New Delhi.	

References:

1.	Morgan, N, Pritchard, A &Pride, R. Destination Branding: Creating the Unique Proposition, Butterworth and Heinemann .	
2.	Butler, R.W. Tourism Area Life Cycle: Applications and Modifications, Channel View Publications.	
3.	Tang, C.H. & Jones, E.E. Tourism SMEs, Service Quality and Destination Competitiveness, CABI Publishing.	

Note: Latest edition of text book and references must be used

TTT-234	Tourism Organizations	3-0-0-3

Course Objective: The course would provide the knowledge about the organisation structure of different tourism organisations, about their product & services and their working culture and environment.

Course Content

	Introduction To Luxury Railways Luxury Trains in India Royal Rajasthan on Wheels Golden Chariot Deccan Odessy	[8]
	Travel and Tourism Organizations IATA History, Growth and Development, IATA Goals, IATA Approval Membership UFTAA Introduction, Membership, Functions FHRAI Introduction, Membership, Functions.	[8]
	Travel Agency and Tour Operations Business Kuoni, Destination Management, Principle Services Offered Thomas Cook, Introduction, Principle Services Offered.	[8]
	Accommodation Sector Oberoi Hotels, Introduction, Activities of the Group , Oberoi/Philae Nile Cruiser, The Oberoi - New Delhi ,The Oberoi Vanyavilas-Ranthambore.	[8]
	Aviation Industry Jet Airways, Introduction Products and Services Kingfisher Airlines Introduction Products and Services	[7]

Text Books

1.	Mohinder Chand. Travel Agency Management: An Introductory Text. New Delhi:Anmol Publications Pvt. Ltd.	
2.	Cook, R.A; Marqua, J & Yale, L.J. Tourism: The Business of Travel. New York: Pearson Education	
3.	Bhatia A.K. International Tourism Management, Sterling Publishers, New Delhi.	

References:

1.	Fontgalland,B.De.The World Railway System. New York: Cambridge University Press	
2.	The Business of Tour Operations, London: Pitman.	
3.	Pender,L. Travel Trade and Transport. New York: Coninnum	

Note: Latest edition of text book and references must be used.

	Foreign Language – I I	3-0-0-3
	Offered by School of Liberal Arts	

	Mody University Elective	3-0-0-3
	Offered by different Schools of University	

BS 252	Business Ethics and Corporate Governance	3-0-0-3

Course Objective

The main objective of this course is to provide students with the basic skills concerning business ethics, governance and corporate social responsibility. Additionally, students should understand the role of ethics, corporate responsibility and sustainability in business activities and evaluate business practices in these fields.

Course Content

	Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories **Indian Management Ethos** : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[12]
	Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
	Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders, Whistle- Blower Policies, Ombudsman.	[08]
	Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1.	Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.	
2.	Balasubramanian, N., "*Corporate Governance and Stewardship*", Tata McGrawHill, New Delhi	

References:

1.	Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.	
2.	S.A. Sherlekar, *Ethics in Management*, Himalaya Publishing House, 2009	
3.	Beeslory, Michel and Evens, *Corporate Social Responsibility*, Taylor and Francis,	
4.	Bob Tricker, *Corporate governance- Principles, policies and practices*, Oxford University Press.	
5.	W.H. Shaw, *Business Ethics*, Cengage Learning.	

Note: Latest edition of text book and references must be used.

TTT-305	Sales and Marketing In Tourism	4-0-0-4

Course Objective: Marketing is the core of any business activity today. It is therefore important for a manager to understand the concepts of marketing and refer to same in managing, planning and controlling. The objective of this course is to acquaint the participants with concepts and techniques used in marketing both at micro and macro levels.

Course Content

	Marketing-Definition, Marketing Concepts (Need, Want, Demand, TQM, Product, Customer value, Customer satisfaction, Exchange & Transaction, Market), Difference between marketing and Selling, Marketing Orientation (Product concept, Production concept, Selling concept, Marketing concept , Societal marketing concept), Mordern marketing concepts (Green marketing, Mobile marketing, Cross-cultural marketing, Web marketing , Tele marketing , Relationship marketing, Buzz marketing)	[12]
	Analysis and selection of market-Measuring and forecasting tourism demand; Forecasting methods, Managing capacity and demand. Market segmentation and positioning (STP).	[9]
	Marketing Mix Elements-7 P's of marketing –Product (Levels, Classification, Branding, Packaging, PLC), Place (Distribution channels Definition, Why use intermediaries? How they add value? Channel functions, Marketing intermediaries in hospitality industry) Price (Definition, Marketing strategies , Initiating price change), Promotion (Definition , Functions, Promotion mix – Advertising , Sales Promotion , Personal Selling , Public Relations), People , Processes , Physical Evidence.	[12]
	Sales Management-Definition, sales person's role, prospect management, Buying process, AIDA's theory of selling, personal selling process, closing strategies, function of sales management.	[9]
	Public relations -Definition / Meaning, Need for public relations, The concept of public – internal / external publics, Comparison between advertising, promotion, publicity and PR, PR tools – media / non-media, PR Campaign, PR in Tourism	[10]

Text Books

1.	Dasgupta, Devashish Tourism Marketing. New Delhi: Pearson Education. (L)	
2.	Chowdhary, Nimit and Prakash, Monika . A Textbook of Marketing of Services. New Delhi: Macmillan India Limited. (L)	

References:

1.	Kotler, Philip, Bowen, John and Makens James. Marketing for Hospitality and Tourism. New Delhi: Prentice Hall/ Pearson Education. (L)	
2.	Philip Kotler et. Al – Marketing for Hospitality and Tourism, Prentice Hall, 2003	
3.	Middleton, Victor Marketing in Travel and Tourism, 3/e. New Delhi: Butterworth-Heinemann. (L)	

Note: Latest edition of text book and references must be used.

TTT-315	Tourist Behavior	3-0-0-3

Course Objective: This course is designed to help students understand tourist behavior, factors affecting tourist behavior, destination image formation, travel decision model, evaluation of alternatives and tourist behavior modeling.

Course Content

	Introduction to Tourist Behavior- Concepts of tourist behavior	[7]
	Factors Affecting Tourist Behavior-Cultural factors, Personality & Self-concept, Perceived risks, Tourist self-image, Information & Tourist sources of communication, Motivation, Attitude and Intention	[7]
	Destination Image Formation-Mental image, Mental categorization and Destination awareness.	[6]
	Travel Decision Model-Structural modeling, Decision Rule, Decision-making, Process modeling.	[7]
	Evaluation of Alternatives-Perceived quality & Perceived value.	[6]
	Tourist behavior modeling- Pre-decision making, Post-visit evaluation, Future decision-making.	[6]

Text Books

1.	Prasad, L.M. Organizational Behaviour. New Delhi: Sultan Chand & Sons.	
2.	Stephen P., Robbins. Organizational Behaviour. New Delhi: Prentice Hall of India Pvt. Ltd	
3.	Koontz Harold and Weihrich Heinz. Essentials of management: An International & Leadership Perspective. New Delhi: Tata McGraw-Hill Education.9th edition.	
4.	Dubrin, Andrew J.Essentials of Management.Thomson Southwestern, 9th edition.	

References:

1.	Certo Samuel C. and CertoTervis.. Modern management: Concepts and Skills. New Delhi: Pearson Education.12th edition.	
2.	Robbins Stephen P, De Cenzo David A.and Coulter Mary. Fundamentals of Management. New Delhi: Prentice Hall of India.	
3.	Weihrich Heinz, Cannice Mark V and Koontz Harold. Management- A global entrepreneurial perspective. New Delhi:Tata McGraw Hill.	

Note: Latest edition of text book and references must be used.

TTT-325	Destination Marketing & Management	3-0-0-3

Course Objective: This paper presents the core competency of Indian Tourism to the students to be familiar with the places of cultural tourism interest. The objective is to help students understand the significance of tourism resources of India.

Course Content

	Introduction to Destination marketing, Environment of Destination, Destination marketing plan, Consumer buying Behavior	[8]
	Case Studies: Golden Triangle, Pilgrimage Tourism, Cultural Tourism	[7]
	Adventure Tourism, Incentive Travel, Health Tourism	[7]
	Wildlife Tourism, Educational Tourism, Agro-Tourism/Rural Tourism, Beach Tourism, Golf Tourism	[9]
	Destination Product, Destination Pricing, Distribution Channel, Promotion.	[8]

Text Books

1.	Sen,SailendraNath . Textbook of Indian History and Culture. Macmillan, New Delhi.	
2.	Basham.A.L. The Wonder That Was India.Rupa and Co., New Delhi	

References:

1.	Jacob, R.. Indian Tourism Products. Abhijeet publications.	
2.	Sahai, S. Indian Architecture: Hindu Buddhist and Jain. Prakash Books.	
3.	Gupta, S.P. Cultural Tourism in India. Indraprastha Museum of Art andArchaeology, New Delhi.	

Note: Latest edition of text book and references must be used.

TTT-335	International Tourism	4-0-0-4

Course Objective: This paper aims at providing an overview of global tourism trends along with major places of tourist importance in different continents.

Course Content

	Global Tourism: Past, Present and Future Trends, Critical issues Of World Tourism, Understand the supply and demand of Tourist Travel, Reasons for Tourism Flow patterns, Outline the evolution of International Travel and transport developments that have affected tourism, Tourist Arrivals, Receipts & GDP of First Ten Leading Countries , India's Position in Global Tourism, Factors Contributing to Growth of Global Tourism, Global Tourism by 2020, Diversification of Emerging Tourism Products, New Competitive Global Emerging Tourism Destinations, Changing Dimensions of Tourism Products.	[12]
	The Role of the State in Tourism-National Tourism Organization, Department of Tourism, India,ITDC, DGCA, AAI, FHRAI.	[10]
	Travel Industry Fairs-Participation Advantages- ITB, WTM, PATA Travel Mart, ICCA.	[10]
	International Tourism Organizations-Need & Significance For Organizations- UFTAA, WATA, ASTA, WTO, PATA & PATA Chapters, IATA, ICAO, IHA.	[10]
	Tourism Destinations of Asia, Africa, Europe, North America & South America	[10]

Text Books

1.	Swain, S.K. & Mishra, J.M.. Tourism: Principles & Practices, Oxford University Press, New Delhi.	
2.	Bhatia A.K., International Tourism Management, Sterling Publishers, New Delhi.	

References:

1.	Reisinger Y, International Tourism – Cultures and Behaviour, Butterworth-Heinemann, Oxford, UK.	
2.	William F. Theobald, W.F. Global Tourism, Elsevier Science, London.	
3.	Cochrane, J. Asian Tourism Growth and Change, Elsevier, London.	

Note: Latest edition of text book and references must be used.

TTT-345	Conferences & Event Management	4-0-0-4

Course Objective: The purpose of this course is to acquire an in-depth knowledge about the specialized field of "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.

Course Content

	Introduction to MICE-Components of MICE; evolution of meetings; incentives, convention and expositions.	[12]
	Conference Market-The nature of conference markets; the demand for conference facilities; role of travel agencies in the management of conferences.	[9]
	Meeting- Meeting planner/convention manager; organizing and planning meetings; major attributes of meeting planners; types of meeting planners; types of shows.	[10]
	IT Impact- Advancement of science and technology on conference business; trade shows; exhibitions; incentives.	[9]
	Impact of Events -The impact of conventions on local and national communities. emerging dimensions of convention business in India. ICBP.	[12]

Text Books

1.	Fenich, G.G. Meetings, Expositions, Events and Conventions- An Introduction to the Industry. New Delhi: Pearson/Prentice Hall.	

References:

1.	Montgomery, R.J. and Strick, S.K. Meetings Conventions and Expositions- An Introduction to the Industry. New York: Van Nostrand Reinhold.	
2.	Weirich, M.L. Meetings and Conventions Management. New York: Delmar Publishers Inc.	

Note: Latest edition of text book and references must be used.

SCHOOL OF MANAGEMENT STUDIES

...A Premier Women B-School with Indian Ethos and Values

Syllabus

Bachelor of Business Administration
(w.e.f. 2018)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY

(ISO 14001:2004 certified)

(State University under section 2/f of the U.G.C. Act 1956)

Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)

Website: www.modyuniversity.ac.in

Programme: Bachelor of Business Administration (B. B. A.)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

Curriculum Structure (2018-19 onwards)
First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	EL 101	Foundation Course in English	2	-	-	2	3	25	25	50
	BM 121	Principles of Management	3	-	-	3	3	25	25	50
	FA 141	Financial Accounting	3	-	-	3	3	25	25	50
	EM 121	Microeconomics	3	-	-	3	3	25	25	50
	FA 111	Business Statistics	3	-	-	3	3	25	25	50
	CA 111	Fundamentals of Computers and Information Technology	3	-	-	3	3	25	25	50
	CA 141	Application Software Laboratory	-	-	4	2	4	25	25	50
	MDC 003	Environmental Science	3	1	-	4	3	25	25	50
		Sub Total	**20**	**1**	**4**	**23**				
	GE 103	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 162	Business Communication	3	-	-	3	3	25	25	50
	BM 132	Organisation Behaviour	3	-	-	3	3	25	25	50
	BM 152	Entrepreneurship Development	3	-	-	3	3	25	25	50
	EM 122	Macroeconomics	3	-	-	3	3	25	25	50
	FA 162	Cost Accounting for Managers	3	1	-	4	3	25	25	50
	CA 192	Database Management System	3	-	-	3	3	25	25	50
			18	**-**	**-**	**19**				
	GE 104	Proficiency (Non-Credit) #	-	-	-	1				

Curriculum Structure (2018-19 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	BM 231	Marketing Management-I	3	-	-	3	3	25	25	50
	BM 241	Human Resource Management-I	3	-	-	3	3	25	25	50
	BM 251	Business Regulatory Framework-I	3	-	-	3	3	25	25	50
	FA 241	Financial Management-I	3	-	-	3	3	25	25	50
	BM 261	Management Information System and Knowledge Management	3	-	-	3	3	25	25	50
	FA 211	Corporate Accounting	3	-	-	3	3	25	25	50
		Foreign Language-I ‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 203	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 232	Marketing Management-II	3	-	-	3	3	25	25	50
	BM 242	Human Resource Management-II	3	-	-	3	3	25	25	50
	BM 292	Business Regulatory Framework-II	3	-	-	3	3	25	25	50
	FA 242	Financial Management-II	3	-	-	3	3	25	25	50
	BM 262	Electronic Commerce	3	-	-	3	3	25	25	50
	FA 214	Basic of Taxation Laws	3	-	-	3	3	25	25	50
		Foreign Language-II ‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 204	Proficiency (Non-Credit) #	-	-	-	1				

‡ *Refer to the Foreign Languages section*
Note: *Each student shall undergo Internship of Six weeks during the break after Spring Semester of Second year in an approved organization.*

Curriculum Structure (2018-19 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	BM 331	International Business	3	-	-	3	3	25	25	50
	FA 361	Quantitative Analysis for Managerial Applications-I	3	-	-	3	3	25	25	50
	BM 381	Strategic Management	3	-	-	3	3	25	25	50
	BM 371	Retail Management	3	-	-	3	3	25	25	50
	BM 361	Introduction to Production and Operations Management	3	-	-	3	3	25	25	50
	FA 371	Business Mathematics	3	-	-	3	3	25	25	50
	BB 302	Internship**	-	-	-	6	-	100		
		Sub Total	**18**	**-**	**-**	**24**				
	GE 303	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 332	Business Environment	3	-	-	3	3	25	25	50
	FA 362	Quantitative Analysis for Managerial Applications-II	3	-	-	3	3	25	25	50
	BM 314	Services Marketing	3	-	-	3	3	25	25	50
	BM 392	Rural Marketing	3	-	-	3	3	25	25	50
	BM 324	Business Ethics and Values	3	-	-	3	3	25	25	50
	EM 292	Indian Financial System	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 306	Proficiency (Non-Credit) #	-	-	-	1				
		Total Credits				**126**				

Evaluation of Proficiency will be based on the participation in co- curricular / extra-curricular activities.
**Course Work (CW) would include regularity, evaluation of assignments, surprise tests, etc.*
***Evaluation of Internship would comprise of Project Report and Viva-voce.*

COURSE DESCRIPTION & SUGGESTED READINGS
B. B. A.
First Year (Autumn Semester)

EL 101 Foundation Course in English 2-0-0-2

Sentence Structure: Elements of a sentence (Subject, Verb, Object, Complement and adjunct). [4]

Transformation of Sentence Structure: Degrees of adjectives, Active and Passive Voice (statement, negative, interrogative and imperative), Direct and indirect narration (statement, negative, interrogative and imperative). [4]

Correct Usage of Language: Tenses (Present, Past and Future), Modals (can, could, will, would, shall, should, may, might, must, ought to, need) Phrasal verbs, Determiners (a, an, the, little, a little, few, a few, much, more, most). [6]

Writing Skills: Theme (Paragraph) writing, Letter (formal, informal, business letters) and application writing, report writing, résumé writing. [4]

Common Errors in Effective Communication: How to avoid common sentence–structural errors, vocabulary and pronunciation. [4]

Reading Comprehension: Efficient reading and note taking. [4]

Text Book:

1. Leech Geoffery: English Grammar for today, Longman, Delhi

References:

1. Hornby A.S.: A Guide to patterns and usage, Oxford University Press, Delhi
2. Murphy and Reynold: Essentials of English grammar, Cambridge University Press.
3. Wren & Martin: English Grammar & Composition, S.Chand & Co, Delhi
4. Quirk & Greenbaum: University English Grammar, Longman Publications
5. Sharma, R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi

BM 121 Principles of Management 3-0-0-3

Introduction: Concept, Nature, Process and Significance of Management, Coordination as essence of Management, Development of Management Thought- Classical, Neo-Classical, Behavioural, Systems and Contingency Approaches. [6]

Planning: Nature, Scope and Objectives of Planning, Types of Plans, Planning Process, Management By Objectives (MBO), Decision Making-Concept, Types, Process and Techniques. [7]

Organizing: Concept, Nature, Process and Significance, Span of Control, Departmentation, and Types of an Organization, Authority-Responsibility, Delegation and Decentralization, Formal and Informal Organization. [7]

Staffing: Concept, Nature and Importance of Staffing. [4]

Motivation and Leading: Nature and Importance of Motivation, Types of Motivation, Theories of Motivation-Maslow, Herzberg, X, Y and Z. Leadership Styles-Likert's System of Management, Tannenbaum and Schmidt Model and Managerial Grid. [9]

Controlling: Concept and Process of Controlling, Types of Control, Control Techniques, and Effective Control Systems. [6]

Text Book:

1. Mathew, M.J.; Management, Sheel Sons, Jaipur.

References:

1. Gupta, C.B.; Principles and Practice of Management, Mayoor Paperbacks, Jaipur
2. Harold, Koontz and Weihrich; Essentials of Management TMH, New Delhi
3. Scott, Thomas; Management Competing in the New Era, Tata McGraw Hill, New Delhi
4. Prasad, L.M.; Principles and Practices of Management, Sultan Chand and Sons, New Delhi

FA 141 Financial Accounting 3-0-0-3

Depreciation, Provisions and Reserves: Concept, Causes of Depreciation, Depreciation Accounting, Methods of recording Depreciation, Methods of providing Depreciation, Depreciation of different assets, Depreciation of Replacement Cost, Depreciation Policy as per Accounting Standard 4, Provisions and Reserves [6]

Final Accounts- Preparation of final accounts from Trial balance- Adjustment entries – Preparation of final accounts with adjustments [10]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers [7]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance [7]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal [4]

Joint Venture Accounts: Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment [5]

Text Book:

1. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur.

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc.
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand and Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced accounts, S.Chand & Co. New Delhi.
5. Compendium of Statement and Standards of Accounting: The Institute of Chartered Accountants of India, New Delhi
6. Maheshwari, S.N.: Advanced Accounting, Vikas Publishing House, Delhi
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi

EM 121 Microeconomics 3-0-0-3

Introduction: Meaning, nature and scope. Basic concepts of Economics—Equilibrium, Utility, Opportunity cost, Marginal and Incremental principles. [5]

Theory of Demand: Demand for a Product, Individual demand, Market demand, determinants of demand, Elasticity of demand and its determinants, Importance of elasticity of demand. [9]

Theory of Consumer Behaviour: Utility analysis, Indifference curve analysis. [7]

Theory of Production and Costs: Law of variable proportions, iso-quants, economic region and optimum factor combination, expansion path, returns to scale, internal and external economies, Ridge lines, Theory of cost in short run and long run, Revenue function. [9]

Theory of Firm and Market Organization: Pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly, kinked demand curve, and price leadership. [9]

Text Book:

1. Dwivedi D.N.: Pinciples of Economics, Vikas Publishing House, New Delhi.

References:

1. Koutsoyiannis A.: Modern Micro-economics, Macmillan New Delhi
2. Richard G. Lipsey: An introduction to positive Economics, ELBS, Oxford.
3. G. Stigler: The Theory of price; Prentice Hall Of India, New Delhi
4. Neils & Parker: The Essence of Business Economics, Prentice Hall Of India, New Delhi
5. Ferguson P.R.and Rothschild R. and Ferguson G. J.: Business Economics, Macmillan, Hampshire.
6. Ahuja H.L.: Business Economics; S.Chand & Company, New Delhi
7. Seth M.L.: Principles of Economics, Laxminarayan Agarwal, Educational Publishers, Agra
8. Jhingan M.L.: Micro Economic Theory, Vrinda Publications Pvt. Ltd., Delhi

FA 111 Business Statistics 3-0-0-3

Introduction to Statistics: Definition, scope, uses, misuses and limitations of statistics. Collection of primary and secondary data, approximation and accuracy, statistical errors. [3]

Classification and Tabulation of Data: Meaning and Characteristics, frequency distribution- simple and manifold tabulation, Graphs of Frequency Distribution and Curves, Ratio-scale graph. [4]

Measures of Central Tendency: Arithmetic Mean— simple and weighted, Partition values- Median (including Quartiles, Deciles and Percentiles), Mode, Geometric and Harmonic Means-simple and weighted. [9]

Measures of Dispersion: Absolute and Relative Measures of Dispersion— Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance. Moments, Skewness and measures, Kurtosis and measures. [7]

Analysis of Bivariate Data: Correlation-Meaning and Significance, Scatter diagram, Correlation graph, Karl Pearson's coefficient of linear correlation between two variables, Coefficient of correlation by Spearman's Rank Differences method and Concurrent Deviation method. [6]

Regression Analysis: Meaning and significance, Lines of Regression, Relationship between Correlation and Regression. [3]

Index Numbers: Meaning, types and uses, Methods of constructing Price and Quantity indices (Simple and Aggregate), Tests of Adequacy, Fisher's Ideal Index number, Chain-based index numbers, Base shifting, Splicing and Deflating, Problems in constructing index numbers, Consumer Price index. [7]

Text Book:

1. S.P.Gupta: Statistical Methods, Sultan Chand & Sons, Delhi

References:

1. Hooda, R.P.: Statistics for Business and Economics; Macmillan, New Delhi
2. Ya-Lun Chou: Statistical Analysis with Business and Economic Applications, Holt; Rinehart and Winster, New York.
3. Lewin and Rubin: Statistics for Management; Prentice-Hall of India, New Delhi.
4. Sancheti D.C. and Kapoor V.K.: Statistics (Theory, Methods & Application); Sultan Chand & Sons, New Delhi
5. Hoel & Jaessen: Basic Statistics for Business and Economics; John Willey and Sons, New York.
6. Sharma, Jain, Pareek: Business Statistics; Shivam Book House, Jaipur
7. Ranga, Gupta, Goyal, Bhatnagar, Soni: Business Statistics; Ajmera Book Company, Jaipur
8. Rajpurohit, Maheshwari, Sharma: Business Statistics; Ramesh Book Depot, Jaipur
9. Nagar, K.N.: Practical Problems in Statistics; Meenakshi Prakashan, Meerut

CA 111 Fundamentals of Computers and Information Technology 3-0-0-3

Computer Concepts: Definition, Block Diagram and Applications in Modern Society, History, Types and Generations. [3]

Functional Units of Computer Processing System: Hardware, CPU, Storage Devices and Media, VDU, Input/Output Devices, Data Communication Equipments, Information Concept and Processing-Data, Information, Knowledge and Wisdom. [8]

Data Representation: Representation of Data, Bits and Bytes, Number System, Binary, Octal, Hexadecimal, Conversions, Arithmetic Operations in Binary Numbers, ASCII and EBCDIC, BCD Character Sets. [6]

Software Concepts: Types of Software, Programming Language, Machine Language, Assembly Language, High Level Language, Generations of Language, Assembler, Interpreter, Compiler. [6]

Operating System: Functions, System Call, Interrupts, Concept of Resource Manager, Batch Processing, Multiprogramming, Multiprocessing, Time Sharing and Real Time System, MS-DOS, MS-Windows. [10]

Data Communication: The Basic Communication System, Data Transmission Modes-Simplex, Half Duplex, Full Duplex, LAN, MAN, WAN, Network Topologies. [6]

Text Book:

1. P.K. Sinha, " Fundamentals of Computers", BPB Publication, New Delhi

References

1. Peter Norton's, "Introduction to Computers", TMH, New Delhi
2. R. K Taxali, "PC Software for Windows", TMH, New Delhi
3. Coutrer, "Mastering Office 2000", BPB Publication, New Delhi
4. V.Rajaraman, "Introduction to Computer", PHI, New Delhi

CA 141 Application Software Laboratory 0-0-4-2

Assignments are based on the course CA 111 Fundamentals of Computers and Information Technology.

MDC003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:

i) Cultural Basics of our Environmental Crisis:

ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:

i) What has posterity ever done for me?

ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. [06]

Suggested Case Studies:

i) The tragedy of commons:
ii) We all live in Bhopal
iii) The Silent Spring;

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply [06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.

Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it. [06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing [11]

b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
e. **Judicial activism**

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

[04]

Text Books

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001)
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004)

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015)
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986)
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973)
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987)
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992)
7. Lester Brown, Christofer Favin, Sandra Postel, Vision of a Sustainable World, The Worldwatch Reader, Ed Lester R. Brown New York (1991)
8. W.P. Pruden and S.H. Anderson, Environmental Sciences, Charles. E., Meredith Publication, NY, USA(1983)

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist

Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)

13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

First Year (Spring Semester)

BM 162 Business Communication 3-0-0-3

Introduction: Basic forms of communication, Communication models and processes, Effective communication, Theories of communication, Audience analysis	[5]
Corporate Communication: Formal and Informal Communication networks, Grapevine, Miscommunication (Barriers), Improving Communication, Practices in Business Communication and Group discussions	[6]
Report Writing: Introduction to a proposal, Elements of a Report, Short report and formal report, Report Preparation and Presentation	[3]
Oral Presentation: Principles of oral presentations, Factors affecting presentation, Sales presentation, Training presentation, Conducting surveys, Speeches to motivate, Effective presentation skills and , Individual and group presentations	[8]
Non-Verbal Aspects of Communication: Body language, Kinesics, Proxemics, Para language	[3]
Effective Listening: Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars	[7]
Interviewing Skills: Appearing in interviews, Conducting interviews, Writing resume and Letter of Application, Mock interviews	[5]

Text Book:

1. Kaul, Business Communication, Prentice Hall, New Delhi.

References :

1. Gupta, C.B., Business Communication, Sulthan Chand & Sons, New Delhi.
2. Rajendra Pal and Korlhalli J.S., Essentials of Business Communication , Sultan Chand & Sons, New Delhi.
3. Nirmal Singh, Business Communication Principles, Methods and Techniques - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Sharma, R.C., and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Varinder Kumar and Bodh Raj, Business Communication, Kalyani Publishers, New Delhi.

Modern Forms of Communication: Fax, E-mail, Video-conferencing and their uses in business	[2]

BM 132 Organisation Behaviour 3-0-0-3

Introduction: Concept, Significance, Skills and Roles of OB in an organization, Disciplines contributing to OB. [4]

Individual and Group Dimensions: Personality, Perception, Motivation – Maslow's Theory, ERG Theory, Herzberg's Two Factor Theory, McClelland's Need Theory, Vroom's Expectancy Theory. [9]

Interpersonal and Group Dynamics: Johari window, Transactional Analysis, Concept of Group, Types of Group, Formal and Informal Group, Group Norms, Group cohesiveness, Stress Management. [9]

Leadership: Trait Theory, Situational Theory, Managerial Grid, Hersey Blenchard Theory, Fiedler's Contingency Theory. [6]

Managing Conflict: Concept, Reasons for Conflict. Intra-individual, Inter-personal and Group Conflicts. [5]

Managing Change: Factors of Organisational Change, Resistance to Change, Change Agents. [6]

Text Book:

1. Prasad, L.M. :Organisation Behavior; Sultan Chand & Sons, New Delhi.

References:

1. Stephen P.Robbins; Organisation Behavior; Prentice Hall India, New Delhi.
2. Luthans, Fred: Organisation Behavior; Tata McGraw Hill, New Delhi.
3. Khanka, S.S. :Organisation Behavior; Sultan Chand &Sons, New Delhi.
4. Moorhead Griffin; Organisation Behavior, Jaico Publishing House, Mumbai
5. Hershey, Blenchard, Johnson,: Management of Organization Behaviour, Pearson Education, New Delhi
6. Newstrom W.John and Devis Keith :Organisation Behavior, Tata McGraw Hill, New Delhi.

BM 152 **Entrepreneurship Development** **3-0-0-3**

Introduction: Entrepreneur—Definition, Types, Characteristics, Entrepreneurship—Concept, Characteristics, Process, Theories of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurship vs. Intrapreneurship, Women Entrepreneurship, Role of Entrepreneurs, Rural Entrepreneurship—Role and Prospects, [8]

Project Identification and Financial Analysis: Meaning of project, project identification, formulation, feasibility analysis, financial analysis-cost and revenue estimates, techniques of financial analysis. [8]

Entrepreneurship Development: Meaning, Objectives, Issues of Entrepreneurship Development Programmes (EDP), EDP Organisations—MDI, EDII, Industrial Sickness and Role of BIFR. [8]

Incentives and Subsidies: Need, Objectives, Schemes and Advantages, Institutional Finance to Entrepreneurs—SIDBI, NABARD, KVIC. [5]

Small-scale Industries: Concept, evolution, role, problems and prospects, policies governing small-scale industries, organizational structure, ownership pattern, export potential of small-scale industries. [10]

Text Books:

1. Desai, Vasant; Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, New Delhi
2. Gupta, C B. & Shrinivasan, N.P.; Entrepreneurship Development in India, Sultan Chand & Sons, New Delhi.

References:

1. Shrivastava, S.B.; A Practical guide to Industrial Entrepreneurs, Sultan Chand & Sons, New Delhi
2. Holt, David H., Entrepreneurship-New Venture Creation, Prentice Hall of India, New Delhi.
3. Ghosh, Biswanath; Entrepreneurial Development in India National Publishing House, Jaipur
4. Dr.Arun Kaulgod; Entrepreneurial Management, Vikas Publishing, New Delhi

EM 122 Macroeconomics 3-0-0-3

Introduction: Meaning, nature and scope, Importance of macroeconomics, Limitations of macroeconomics, Difference between micro and macroeconomics. [6]

National Income Accounting: Meaning of National Income and National Product, measurement of National Income, difficulties in the measurement of National Income, National Income as a measure of welfare and economic progress. [11]

Theory of Income and Employment: Classical theory of output and employment, Say's law of markets, Keynesian theory of income determination, determinants of Macro equilibrium with aggregate demand and aggregate supply functions under employment, Keynes' criticism of Say's law and classical theory of income and employment, Theory of multiplier. [14]

Business Cycles: Phases of business cycles, features of business cycles, theories of business cycles. [8]

Text Book:

1. Dwivedi D.N.: Pinciples of Economics, Vikas Publishing House, New Delhi.

References:

1. Jhingan, M.L.; Macro economic theory, HPH; Mumbai
2. Ahuja, H.L.; Macroeconomics; S.Chand &Co, New Delhi.
3. Seth, M.L.: Macroeconomics, Laxmi Narayan Agarwal Educational, Agra.
4. Vaish, M.C.: Macro Economic Theory, Vikas Publishing House, New Delhi.
5. Sethi, T.T: Monetary Economics, S.Chand & Company Ltd., New Delhi.

FA 162 Cost Accounting for Managers 3-1-0-4

Introduction to Cost Accounting: Meaning, Definition, Scope and uses of cost accounting, Difference between cost accounting and financial accounting, Cost concepts and classification of costs [5]

Accounting for Material: Material control—Concept and techniques, Pricing of material issues, Treatment of material losses. [6]

Accounting for Labour: Labour cost control procedures, Labour turnover, Idle time and overtime, Methods of wage payment—time and piece rates, Incentive schemes. [6]

Accounting for Overheads: Classification and departmentalization, Absorption of overheads, Determination of overhead rates, Under and over absorption, and its treatment. [7]

Methods of Cost Ascertainment:

a. Unit costing [3]

b. Job, Batch and Contract costing [8]

c. Operating costing [5]

d. Process Costing: Excluding interpersonal profit and equivalent production [6]

Budgeting Control: Introduction, Importance of Budgeting techniques, Types of Budgets [6]

Text Book:

1. Arora, M.N., Cost Accounting-Principles and Practice, Vikas Publishing Housing, New Delhi

References:

1. Jain, S.P., and Narang K.L., Cost Accounting, Kalyani, New Delhi.
2. Anthony Robert, Reece, et al, Principles of Management accounting, Richard D. Irwin Inc Illinois
3. Horngren, Charles, Foster and Datar, Cost Accounting-A Managerial Emphasis, Prentice-Hall of India, New Delhi.
4. Khan, M.Y., and Jain P.K., Management Accounting, Tata McGraw Hill.
5. Kaplan, R.S., and Atkinson A.A., Advanced Management Accounting, Prentice India International.
6. Tulsian, P.C., Practical Costing, Vikas Publishing House, New Delhi.
7. Maheshwari, S.N., Advanced problems and Solutions in Cost Accounting, Sultan Chand & Sons, New Delhi.
8. Jain, Khandelwal, Pareek, Cost Accounting, Ajmera Book Company, Jaipur
9. Oswal, Rajpurohit, Maheshwari, Modi, Cost Accounting, Ramesh Book Depot, Jaipur.
10. Bhattacharya, Principles & Practice of Cost Accounting, Prentice Hall of India, Delhi
11. Dutta, Cost Accounting: Principles & Practice, Pearson Education, Delhi
12.

CA 192 Database Management System 3-0-0-3

Introduction: Database and Database users, Characteristics of Database, Database systems, Data models, schemes and instances, DBMS architecture and data independence, Functions of DBA. [9]

File Organization Techniques: Types of files—Sequential files, Random files and Indexed Sequential files, Normalizations. [6]

Relational Model Concepts: DML, DDL, DCL, Query in RDBMS, Relational constraint, relational algebra, Introduction to SQL, database design. [9]

Data Normalization: Functional Dependencies, normal form based on primary key (1NF, 2NF, 3NF and BCNF), Security—Data base security, recovery, and authorization. [10]

Advanced Concepts: Distributed database and Client server architecture, Data warehousing and Data mining, emerging database technologies and Applications. [5]

Text Book:

1. R Elmarsi & S B Navathe, "Fundamentals of Database Systems", Addison Wesley, New Delhi

References:

1. A Silberschatz, H Korth, S Sudershan, "Data Base Concepts", TMH, New Delhi
2. Bipin Desai, "An Introduction to Database Systems", Galgotia Publications, New Delhi
3. A K. Majumdar, P Battacharya, "Database Management System", TMH, New Delhi
4. Jim Melton, A Simon, "Understanding The New SQL- A Complete Guide", Morgon Kaufmann Publishers, New Delhi

Second Year (Autumn Semester)

BM 231 Marketing Management-I 3-0-0-3

Introduction: Nature and Scope of Marketing, Importance of Marketing, The Marketing Concept, Selling vs. Marketing, Marketing Mix. [7]

Marketing Environment: Micro-Environment, Macro-Environment—Demographic, Economic, Natural, Technological, Politico-Legal and Socio-Cultural Environments, Indian Marketing Environment. [7]

Buyer Behaviour and Market Segmentation: Factors influencing Buyer Behaviour, Buying Decision Process, Profile and Features of Indian Consumers, Market Segmentation- Meaning, Levels, Bases of Segmentation. [9]

Managing the Product: Product Planning, Product Mix, Deciding Product Policy, Product Line Decisions, Product Differentiation, Brand Equity, Packaging, Labelling, Concept of Product Life Cycle, New Product Development Process. [9]

Pricing: Pricing Objectives, Factors influencing Pricing, Types of Pricing, Pricing Procedure. [7]

Text Book:

1. Chhabra, T.N & Grover, S.K; Marketing Management, Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; Marketing Management, Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; Marketing Management, Mc Millan, New Delhi.
3. Shrivastava, P.K; Marketing Management, Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi.

BM 241 Human Resource Management-I 3-0-0-3

Introduction: Concept, Scope, Objectives and Environment of HRM, Personnel Management vs. HRM. [7]

Acquisition of Human Resource: Human Resource Planning, Job Analysis, Job Design, Recruitment Sources, Methods, Selection Process—Tests, Interviews. [9]

Training and Development: Need, Objectives, Methods of Training, Evaluation and Development Programmes. [8]

Performance Appraisal: Concept, Objectives, Techniques of Performance Appraisal and Limitations. [8]

Compensation and Benefits: Job Evaluation- Concept, Process, Significance, Components of Employee Compensation—Financial and non-financial. [7]

Text Book:

1. Rao, V.S.P.; Human Resource Management, Excel Books, New Delh

References:

1. Aswathappa; Human Resource Management, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B. and Gankar, S. V.; Personnel Management, Himalaya Publishing House, New Delhi.
4. Dessler, Gary; Human Resource Management, Pearson Education, New Delhi.

BM 251 Business Regulatory Framework-I 3-0-0-3

The Indian Contract Act, 1872: Nature of contract, classification, Offer and acceptance, Capacity of parties to contract, Free consent, Consideration, Legality of object, Agreements expressly declared void, Performance of contract, Discharge of contract, Remedies for breach of contract. [18]

Sale of Goods Act, 1930: Goods and their classification, Price, Conditions and Warranties, Transfer of Property, Rights of an Unpaid seller. [8]

Indian Partnership Act, 1932: Definition and nature of Partnership, Rights and Duties of a Partner, Dissolution of a Partnership. [6]

The Consumer Protection Act, 1986: Objectives and Scope of the Act, Definition of Consumer, Consumer Protection Council, Consumer Disputes Grievance Redressal Machinery—District Forum, State and National Commission. [7]

Text Book:

1. Kapoor, N.D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

References:

1. Kuchhal, M.C.; Business Law, Vikas Publishing House, New Delhi.
2. Mathew, M.J.; Principles and Practices of Commercial Law, RBSA Publisher, Jaipur.
3. Tulsian, P.C.; Business Law, Tata Mc Graw-Hill Publishing Company Ltd, New Delhi.
4. Singh, Avtar: Mercantile Law, Eastern Book Co., Lucknow.

FA 241 Financial Management-I 3-0-0-3

Financial Management: Meaning, Concept and objectives, Scope and functions, understanding markets and changing Environment of Business, Finance and other discipline. [4]

Financial Decisions: Long-term financing, Short-term Financing, Term Financing, Venture capital. [3]

Capital Structure: Theories—Net Income, Net Operating Income, Modigliani-Miller Approach and Traditional Approach, Determinants of Capital Structure. [10]

Financial Analysis through Leverages: Operating and financial leverages, their measure, Effects on profit, analyzing alternate financial plans, combined financial and operating leverages, Indifference point. [4]

Analysis of Financial Statements: Techniques of Financial Analysis, Ratio analysis, Funds-Flow Analysis, Cash Flow Analysis. [12]

Management of Working Capital: Nature and Significance of working capital, Operating cycle and factors determining Working Capital requirements, Estimation of Working Capital. [6]

Text Book:

1. Agarwal, M.R.: Financial Management; Garima Publication, Jaipur

References:

1. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
2. Van Horne J.C.: Fundamentals Of Financial Management; Prentice Hall of India, New Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi
4. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi
5. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
6. Brigham E.F., Gapenski L.C. and Ehrhardt M.C.: Financial Management: Theory and Practices; Harcourt College Publishers, Singapore.
7. Bhalla V.K.: Modern Working Capital Management; Anmol Publication New Delhi.
8. Agarwal & Agarwal: Financial Management; Ramesh Book Depot, Jaipur

BM 261 Management Information System and Knowledge Management 3-0-0-3

MIS and Concept of Management: Elements, Characteristics, Need, Objectives, Importance, Limitations of Management, Relationship between MIS and Computer, Role of MIS in the functions of Management. [8]

Information Concept: Classification and Levels of Information, Techniques of Data Collection, Quality aspect of Information, Value of Information, Relation between MIS and Information. [5]

Knowledge Management: Definition, Evolution, Types, Implication for Knowledge Management, challenges, KMSLC, Comparative studies between SDLC and Knowledge Management system development, Role of Knowledge developer. [8]

Decision Making: Decision Making Concepts, Rationality in Decision Making, Decision Support System, MIS as a technique for programmed decisions, Model of Decision Making, Methods, MIS and Role of Decision Making. [6]

Typical Information Systems: Marketing, Financial, Material, Production and Human Resource Management Information Systems. [6]

Development of MIS: Strategic and project planning for MIS, Conceptual System design, Detailed Design, Implementation, Evaluation and maintenance of MIS. [6]

Text Book:

1. Jawadekar, "Management Information System", TMH, New Delhi

References:

1. R G Murdick, J E Ross, J R Clagget, "Information Systems for Modern Management", PHI, New Delhi
2. Jawadekar, "Management Information System", TMH, New Delhi
3. Sadagopan, "Management Information System", PHI, New Delhi
4. Parker, Case, Thomas, "Management Information System: Strategies and Action", TMH, New Delhi
5. Elias M. Awad, "Knowledge Management", TMH, New Delhi
6. W. H. Inmon, "Building Data Warehousing", Wiley Publishing House, New Delhi
7. Han, Jiawei, Kamber, Michelinal, "Data Mining Concepts & Techniques", Harcourt India, New Delhi

FA 211 Corporate Accounting 3-0-0-3

Accounting for Share Capital: Issue, Forfeiture, Re-Issue of Equity Shares, Sweat Equity Shares, Employee Stock Option, Right shares and Bonus shares, Buyback of Equity shares, Issue and Redemption of Preference shares. [11]

Accounting for Loan Capital: Classes of Debentures, Difference between Share and Debenture, Issue and Redemption of Debentures. [9]

Final Accounts of Companies: Statement of Affairs and Statement of Profit and Loss including computation of managerial remuneration and disposal of profits. Forms of Balance Sheet, Profit prior to incorporation. [9]

Valuation of Goodwill of Companies: Need, Components, General Factors affecting Goodwill, Methods of Evaluation. [5]

Valuation of Shares: Need and Methods of Evaluation. [5]

Text Book:

1. Maheshwari S.N.: Corporate Accounting, Vikas Publishing House, New Delhi

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand & Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced Accounts, S.Chand & Co. Delhi
5. S.N. Maheshwari: Advanced Accounting, Vikas Publishing House, Delhi
6. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi
8. Sehgal & Sehgal: Advanced Accountancy – I and II; Taxmann Publications, Delhi
9. Oswal, Agarwal, Modi, Surolia, Bhargava: Financial Accounting; Ramesh Book Depot, Jaipur

Second Year (Spring Semester)

BM 232 Marketing Management-II 3-0-0-3

Marketing Channels: Types of Channels, Channel Functions, Logistics and Physical Distributions- Objectives and Functional Areas of Physical Distribution, Physical Distribution in the Indian Context. [8]

Marketing Communication: Meaning and Importance, Communication Objectives, Effective Communication, Communication Process. [5]

Promotion Tools: Advertising- Meaning, Objectives, Types in Advertising decisions, Planning and evaluation of Advertising Campaign, Trends in Advertising in India, Personal Selling—Objectives, Functions and Principles, Public Relations—Importance and Methods, Direct Marketing, Sales Promotion. [11]

Marketing Research and Control: Need for Marketing Research, Marketing Research Process, Techniques, Need and Tools of Control. [10]

Marketing Challenges: Marketing in 21st Century, Impact of Globalization, Technological Advances, Deregulation of Marketing in India. [5]

Text Book:

1. Chhabra, T.N & Grover, S.K; Marketing Management, Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; Marketing Management, Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; Marketing Management, McMillan, New Delhi.
3. Shrivastava, P.K; Marketing Management, Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi

BM 242 Human Resource Management-II 3-0-0-3

Industrial Relations: Concept, Importance, Industrial Conflicts and Dispute Settlement Machinery. [6]

Trade Unions: Meaning, Importance of Unionship, Evolution of Trade Union Movement in India, Union Problems, Measures to strengthen Trade Union, Employee welfare and Social security measures. [9]

Collective Bargaining: Concept, Process, Pre-requisites of Collective Bargaining, Collective Bargaining vs. Negotiation Skills. [6]

Grievance Procedure and Discipline: Introduction, Objectives, Essential pre-requisites of Grievance procedure, Disciplinary procedure. [8]

Employee Participation: Objectives, Forms of Employee Participation. [5]

International HRM: Dimensions, Domestic HRM and International HRM, Basic steps in HRM, the expatriate problem. [5]

Text Book:

1. Rao, V.S.P.; Human Resource Management, Excel Books, New Delhi.

References:

1. Aswathappa; Human Resource Management, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B.and Gankar, S. V.; Personnel Management, Himalaya Publishing House, New Delhi.
4. Dessler Gary; Human Resource Management, Pearson Education, New Delhi.

BM 292 **Business Regulatory Framework-II** **3-0-0-3**

Negotiable Instruments Act, 1881: Essentials of a Negotiable Instrument, Kinds of Negotiable Instruments, Holder and Holder in Due Course, Negotiation by Endorsement, Crossing of a Cheque, Dishonor and Discharge of a Cheque. **[11]**

The Companies Act, 2013 (Basic Knowledge): Essential Characteristics of a Company, Types of Companies, Memorandum of Association, Articles of Association, Prospectus, Shares- Kinds, Allotment, Transfer and Purchase by a Company of its own shares, Protection of Minority Shareholders from Mismanagement and Oppression. **[12]**

Company Management: Appointment and Removal of Directors, Rights and Liabilities of Director, Meeting- Kinds of Meetings and Resolution. **[10]**

Foreign Exchange Management Act, 2000: Definition, Provisions, Authorized person, revocation of authorization Powers of Reserve Bank, Appeal, Appellate Tribunal, Directorate of Enforcement. **[6]**

Text Book:

1. Kapoor, N.D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

References:

2. Kuchhal, M.C.; Business Law, Vikas Publishing House, New Delhi

3. Mathew, M.J.; Principles and Practices of Commercial Law, RBSA Publisher, Jaipur.

4. Tulsian, P.C.; Business Law, Tata Mc Graw-Hill Publishing Company Ltd, 5. New Delhi.

6. Kapoor, N.D.; Elements of Company Law, Sultan Chand & Sons, New Delhi.

FA 242 Financial Management-II 3-0-0-3

Capital Budgeting: Nature of Investment decisions, Identifying relevant cash flows, cash flows vs. accounting profit investment, Evaluation criteria, Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, NPV and IRR comparison, Project selection under capital rationing. [10]

Cost of Capital: Significance of cost of capital, Calculating cost of debt, Preference shares, equity capital and retained earnings, Combined (weighted) cost of capital. [8]

Dividend Policy Decision: Dividend and Valuation Theories. [5]

Management of Cash: Introduction, objectives of cash management, motives for holding cash, Cash management techniques and models. [4]

Management of Receivables: Introduction, objectives, Credit policies Credit terms and collection policies. [4]

Management of Inventory: Introduction, objectives and techniques of inventory management. [4]

Marginal Costing and Managerial Techniques: Meaning, Difference between marginal costing and absorption costing method, Break Even Analysis (with Break even chart and Indifference point). [4]

Text Book:

1. Agarwal, M.R.: Financial Management; Garima Publication, Jaipur

References:

1. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
2. Van Horne J.C.: Fundamentals of Financial Management; Prentice Hall of India, New Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi
4. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi
5. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
6. Brigham E.F., Gapenski L.C. and Ehrhardt M.C.: Financial Management: Theory and Practices; Harcourt College Publishers, Singapore.
7. Bhalla V.K.: Modern Working Capital Management; Anmol Publication New Delhi.
8. Agarwal & Agarwal: Financial Management; Ramesh Book Depot, Jaipur

BM 262 Electronic Commerce 3-0-0-3

Introduction to E-commerce: Meaning and concept, Need for E-commerce, Classification of E-commerce, Electronic vs. Traditional commerce, E-commerce and E-business, Business applications of E-commerce, E-commerce as an electronic trading System, Special features. [7]

Network Infrastructure and Protocol: LAN, Ethernet, WAN, Internet, TCP/IP, DNS, FTP, E-mail, WWW server, Web Browser, HTTP. [6]

Electronic Payment System: Introduction, Online Payment System, Prepaid electronic payment system, post paid electronic system, E-cheques, Debit and Credit Cards, Smart Cards, E-purses. Credit and legal risk of e-payment system. [6]

Website Design: Role of website in B2C E-commerce, website strategies and web-site design principles, Push and pull technologies, Alternative methods of customer communication. [6]

Business to Business E-Commerce: Need and alternative of B2B E-commerce, Technologies, EDI and paperless trading, EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, Features of EDI service arrangements, Internet-based EDI. [8]

Securing Network Transaction: Security policy, Procedures and practices, Transaction Security, Fireball, Cryptography Algorithm, Public Key Algorithm, Authentication Protocol, Digital Signature, Site Security, E-Mail Security. [6]

Text Book:

1. Bharat Bhasker, "Electronic Commerce", TMH, New Delhi

References:

1. David Whiteley, "E-Commerce", TMH, New Delhi
2. Chandra T N, R.K. Suri, Sanjiv Verma, "E-Commerce New Vistas for Business",Dhanpat Rai & Co., New Delhi
3. Jim A. Carter, "Developing E-Commerce Systems", PHI, New Delhi

FA 214 Basic of Taxation Laws 3-1-0-4

Basic Concepts: Definitions, Basis of Charge, Residential Status, Scope of Total Income - Exempted income [4]

Heads Of Income: Income from Salaries, Income from House property, Income from Business or Profession, Capital gains, Income from other sources [12]

Total Income: Deemed income, Set off and Carry forward of losses Deductions from Gross Total Income, Assessment of Individual, Tax Deducted at Source, E-filing of return. [11]

Central Excise and Customs: (a) Nature and Scope of Central Excise, Important Terms and Definitions under the Central Excise Act and related rules, General Procedure, CENVAT.

(b) Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act 1975 and the related Rules [10]

Central Sales Tax Act, 1956 and VAT: (a)Important terms and definitions under Central Sales Tax Act, 1956—Nature and Scope of Central Sales Tax Act, Provisions relating to inter-state sales, Sales inside a State, Sale/Purchase in the course of Import and Export out of India.

(b) Meaning and need of VAT and related rules [10]

Service Tax: Formation and functions of DGST, Existing schemes for levy, assessment & collection of service tax and related rules [05]

Text Books:

1. Ahuja Girish and Gupta Ravi: Practical approach to Income Tax, Wealth Tax and Central Sales Tax; Bharat Law House Pvt. Ltd., New Delhi.
2. Agarwal, Saini, Surolia: CST & RST; Ramesh Book Depot, Jaipur

References:

1. Central Excise Act.
2. Customs Act.
3. Central Sales Tax Act.
4. Patel, Chaudhary: CST & RST; Chaudhary Prakashan, Jaipur

Third Year (Autumn Semester)

BM 331 International Business 3-0-0-3

Introduction: Nature of International Business, Need to study, Drivers of IB, IB vs. Domestic Business, Routes of Globalization, Multinational Corporations. [6]

Theories of Global Trade and Investment: Foreign Trade Policies, Trade Theories, Foreign Direct Investment—Basic concepts, FDI in India. [7]

Politico-Legal, Technological and Cultural Environment of International Business:

Political Environment—Democracy, Totalitarianism, Political Risk.

Legal Environment—Systems of Law, International Disputes Resolution, Areas of Concern for MNCs.

Technological Environment—Features of Technology, Impact of Technology, Implications for MNCs, Issue of Technology Transfer.

Cultural Environment—Nature, Elements of Culture and their implications for IB. [11]

Economic Environment and International Financial Management: Income-wise classification of countries, Economic Systems, Trade Barriers.

International Financial Management— Nature, FOREX Management, Balance of Payments, International Financial Markets, Role of International Financial Institutions— IMF, WB. [10]

Major Regional Trading Institutions and Groups: WTO, SAARC, ASEAN, EU, OPEC. [5]

Text Book:

1. Aswathappa, K.; International Business, Tata McGraw Hill, New Delhi.

References:

1. Cherunilam, Francis; International Business; Prentice Hall India, New Delhi
2. Daniels, John D., Lee H. Radebaugh, Daniel P. Sullivan; International Business, Pearson Education, New Delhi.
3. Hill, Charles W. L.; International Business, Tata McGraw Hill, New Delhi.
4. International Business Environment: IBO-01 (IGNOU), New Delhi

FA 361 Quantitative Analysis for Managerial Applications-I 3-0-0-3

Quantitative Techniques: Scope and applications of quantitative techniques, Scientific approach to decision-making, Limitations. [2]

Probability: Probability as a concept, the three approaches to defining probability, Laws of Probability, Mathematical Expectation and Variance of a random variable, Bayes' Theorem. [10]

Probability Distributions: Probability distribution as a concept, Binomial, Poisson and Normal Distributions, their properties and parameters, applications in business. [14]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. [4]

Game Theory: Game models, Solution of 2 x n and m x 2 games, Use of linear programming and Graphical techniques. [5]

Decision Theory: Decision making under certainty, Uncertainty and Risk, pay-off table, Decision Tree analysis. [4]

Text Book:

1. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
3. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi
4. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

BM 381 **Strategic Management** **3-0-0-3**

Introduction: Concept of Strategy, Levels of Strategy, Strategy vs. Tactics, Role of Strategic Management in organisations, Benefits and Limitations of Strategic Management, Strategic Management Process, Vision, Mission and Objectives	[5]
Environmental Analysis: Characteristics and Components of Environment, External Environmental Sectors – Market, Technological, Supplier, Economic, Regulatory, Political, Socio-cultural and International, Organisational Appraisal, Strategic Advantages Profile (SAP), Environmental Threat and Opportunity Profile (ETOP), SWOT Analysis, Competitor Analysis	[10]
Corporate and Business-level Strategies: Grand Strategies – Stability, Expansion, Retrenchment and Combination Strategies, Porter's Generic Strategies – Cost Leadership, Differentiation and Focus	[12]
Strategic Analysis and Choice: Strategic Choice Process, Portfolio Analysis Techniques – BCG, GE, SPACE and Hofer's Matrices	[7]
Strategy Evaluation and Control: Importance of Strategic Evaluation, Participants and Barriers in Evaluation, Requirements for Effective Evaluation, Strategy Evaluation Process, Techniques of Strategic Evaluation and Control	[5]

Text Book:

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi

References:

1. Prasad, L. M., Strategic Management, Tata McGraw Hill, New Delhi.
2. Pearce & Robinson, Strategic Management-Formulation, Implementation and Control, Tata McGraw Hill, New Delhi.
3. Hitt, Ireland and Hokkinson, Strategic Management- Competitiveness & Globalisation, Southwestern –Thompson Learning, New York.
4. Pearce & Robinson Jr. II, Strategic Management, A.I.I.B.S Distributors, New Delhi.
5. Nanjundaiah, R. and Ramesh S., Strategic Planning & Business Policy, Himalaya Publishing House, New Delhi.

BM 371 Retail Management 3-0-0-3

Introduction to Retailing System: Concept, Characteristics, Functions, Advantages and Disadvantages of retailing system, Changes in Retailing business, Branding through Retailers, Consumption-related Megatrends, Drivers of Success in the Retail sector, Stock Turns, Credit Management [8]

Retailing Patterns: Store-based Retailing – Form of Ownership and Merchandise offered, Non-Store Retailing – Direct Selling and Direct Response Marketing, Supply Chain Management. [8]

Consumer Behaviour and Retail Store Location: Forces influencing Retail Consumer – Social, Technological and Competitive; Retail Store Location – Concept, Importance, Types and Factors affecting Location Decision [8]

Retail Atmospherics: Exterior Atmospherics, Interior Atmospherics, Store Layout and Visual Merchandising [8]

Retail Marketing Mix: e-tailing, Customer Service and People [7]

Text Books:

1. Pradhan, Swapna; Retailing Management – Text and Cases; TMH, New Delhi.
2. Bajaj, Tuli and Srivastava; Retail Management; OUP, New Delhi.

References:

1. Sinha, P. K. and D. P. Uniyal; Managing Retailing; OUP, New Delhi.
2. Berman, Barry and Joel Evans; Retail Management; Pearson Education, New Delhi.
3. Diamond, Jay and GeraidPintel; Retailing; Prentice-Hall, NJ.
4. Levy, Michael & Barton A. Weitz; Retailing Management; Irwin, London.
5. Morgenstein, Melvin and HarriatStrongin; Modern Retailing; Prentice-Hall, NJ.

BM 361 Introduction to Production and Operations Management 3-0-0-3

Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting. [4]

Plant Location and Utilities: Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control. [3]

Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques. [5]

Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics-Meaning and Applications. [7]

Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement- Time Study. [10]

Quality Control: Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle. [10]

Text Book:

1. Aswathappa. K & Bhat, Shridhar. K; Production and Operations Management, Himalaya Publishing House, New Delhi.

References:

1. Goel, B.S; Production Operations Management, Pragati Prakashan, Meerut.
2. Adam & Ebert; Production and Operations Management, PHI, New Delhi.
3. Buffa & Sarin; Modern Production/Operation Management, John Wiley & Sons, New Delhi.
4. Production/Operations Management, MS-53 (IGNOU), New Delhi

FA 371 Business Mathematics 3-0-0-3

Permutations and Combinations: Meaning and Applications. [3]

Sequences and Series: Arithmetic and Geometric Progressions. [3]

Matrix Algebra: Matrices, type of matrices and determinants, adjoint, transpose and Inverse of a matrix. Value of a determinant, Cramer's Rule and its applications, use of matrices in solution of equations. [7]

Functions: Linear, quadratic, exponential and logarithmic. [5]

Trigonometry: Elements of Trigonometry, Trigonometric ratios of sum and difference of angles, multiple angle, inverse trigonometric ratios. [6]

Differentiation: Using first principles, differentiation of sum, difference, product and division of function, chain rule of differentiation, Simple applications of differential coefficients, maxima and minima. [8]

Integration: Integration as an anti-derivative, methods of integration, use of standard formulae, Simple applications of integration. [7]

Text Book:

1. Kapoor V.K.: Business Mathematics, Sultan Chand & Sons, Delhi

References:

1. Allen R.G.D: Basic Mathematics; Macmillan, New Delhi
2. Dowling E.T.: Mathematics for Economics; Schaum Series, McGraw Hill, London
3. Loomba, Paul: Linear Programming, Tata McGraw Hill, New Delhi
4. Vohra N.D.: Quantitative Techniques in Management; Tata McGraw Hill, New Delhi
5. Soni R.S.: Business Mathematics, Pitamber Publishing House, New Delhi
6. Holden: Mathematics for Business and Economics; Macmillan India, New Delhi
7. Mehta & Madnani: Mathematics for Economists, Sultan Chand & Sons, Delhi
8. Mehta & Madnani: Basic Mathematics, Sultan Chand & Sons, Delhi

BB 302-Internship 0-0-0-6

Evaluation of Internship would comprise of project report and Viva-voce

Third Year (Spring Semester)

BM 332 Business Environment 3-0-0-3

Introduction: Nature and Significance of Environmental Analysis for Business Decisions. [2]

Dimensions of Business Environment: Economic, Technological, Socio-cultural, Political, Legal-Regulatory and Market Conditions, General and Specific Relevance of Environmental Conditions. [6]

Economic Environment: Economic Policy – An Overview, Changes in Government Policies since 1991, Impact of Liberalisation, Globalisation and Structural Reforms. Import-export Policy and its Domestic and International implications, Financial sector reforms. [7]

Technological Environment: Dynamics of Technological Environment, Challenge of Technology Upgradation, Impact of Foreign Investment and Foreign Collaboration. [6]

Socio-Cultural Environment: Demographic Profile, Class structure and Mobility, Rural-urban convergence, Changes in Consumption habits and life styles, Social Responsibilities of Business. [6]

Political Environment: Impact of competing Political Ideologies, Political Stability and Instability on Business activities, Business and Politics. [6]

Market Environment: Competitive conditions, Impact of entry of MNCs, Future of small-scale enterprises, Problems of Sick Industries and Remedies. [6]

Text Book:

1. Aswathappa, K., Essentials of Business Environment, Himalaya.

References:

1. Cherunilam, Francis, Business Environment, Himalaya Pub. House, 1996.
2. Ghosh, P.K., Business and Government, 1998, Sultan Chand, Delhi.
3. Devis, Keith, and Blomstrom, Robert L., Business and Society: Environment and Responsibility, 1975.
4. Ghosh, P.K. and Kapoor, G.K., Business Policy and Environment, 1998, Sultan Chand, Delhi.
5. Adhikary, M., Economic Environment of Business (latest ed.), Sultan Chand, Delhi.
6. Jalan, B., India's Economic Crises, 1991, Oxford Univ. Press, New Delhi.
7. Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.
8. Cherunilam, Francis, Business and Government, Himalaya.

FA 362 Quantitative Analysis for Managerial Applications-II 3-0-0-3

Linear Programming: Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method. [5]

Simplex Method: Simplex table, Conditions for application of simplex method, Solution to maximization and minimization problems including the Big M method. Duality in linear programming. [10]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. [7]

Assignment Model: Assignment problem as a variant of transportation problem, Methods of solving assignment problems. [7]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. [10]

Text Book:

1. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
3. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi
4. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

BM 314 **Services Marketing** **3-0-0-3**

Introduction: Concept, Nature and Types of Services, Goods v/s Services Marketing, Services Marketing Triangle. [5]

Environment for Services Marketing: Macro and Micro Environments, Understanding Service Customers – Models of Service Consumer Behaviour, Customer Expectations and Perception, Service Quality and GAP Model. [10]

Market Segmentation and Selection: Service Market Segmentation, Targeting and Positioning. [5]

Services Marketing Mix: Need for Expanded Marketing Mix, Planning for Service Offer; Pricing, Promotion and Distribution of Services; Management of People, Process and Physical Evidence; Matching of Demand for and Supply of Services. [10]

Service Marketing Applications: Marketing of Financial, Tourism, Health and Educational Services; International Marketing of Services and GATS. [9]

Text Book:

1. Bhattacharya, C., Services Marketing, Excel Books, New Delhi.

References:

1. Hoffman, D. and J. E. G. Bateson; Essentials of Services Marketing, South-Western Cengage Learning, Ohio, USA.
2. Rao, K. R. M.; Services Marketing, Pearson, New Delhi.
3. Lovelock, C. H.; Service Marketing, Prentice Hall, New Jersey.
4. Payne, A., The Essence of Services Marketing, PHI, New Delhi.
5. Verma, H. V.; Services Marketing, Pearson, New Delhi.
6. Zeithaml, V. A. et al; Services Marketing, Tata McGraw Hill, New Delhi.

BM 392 Rural Marketing 3-0-0-3

Rural Marketing: Importance, Nature and Scope; Rural vs Urban Marketing; Definition of Rural Area	[5]
Understanding Rural Marketing Environment: Geographical, Economic, Socio-Cultural and Infrastructural Factors and their Influence on Marketing Operations	[6]
Rural Consumer: Characteristics, Attitudes and Behaviour; Buying Patterns and Influences; Segmenting Rural Markets	[6]
Rural Marketing Strategies: Product Planning for Rural Markets, Quality and Size; Packaging and Branding Decisions; Pricing Decisions	[6]
Promotion and Distribution in Rural Markets: Media and Copy Decisions; Distribution Channels and Logistics in Rural Markets	[7]
Marketing of Agricultural Products: Pricing and Distribution of Agricultural Products; Role of Government and Organisations in Marketing of Agricultural Products; Co-operative Marketing; Problems in Agricultural Marketing	[9]

Text Books:

1.Kashyap, P.: Rural Marketing; Pearson, New Delhi.
2.Krishnamacharyulu, C. S.: Rural Marketing – Text and Cases; Pearson, New Delhi.

References:

1. Dogra, B. and Ghuman, K.: Rural Marketing – Concepts and Practices; TMH, New Delhi.
2. Ramkishen, Y.: New Perspectives in Rural and Agricultural Marketing; Jaico Publishing House, New Delhi.
3. Rajagopal: Management of Rural Business; Wheeler Publications, New Delhi.
4. Neelameghan S.: Marketing in India: Cases and Readings; Vikas Publishing House, New Delhi.
5. Gopalaswamy T. P.: Rural Marketing; Wheeler Publishers, New Delhi.
6. Nayyar H. and Ramaswamy P.: Globalization and Agricultural Marketing; Rawat Publications, Jaipur.
7. Memoria C. B.: Agricultural Marketing; Himalaya Publishing House, New Delhi.
8. Sayulu, Kuchi: Rural Marketing in India; Anmol Publications, New Delhi.

BM 324 Business Ethics and Values 3-0-0-3

Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories	[04]
Indian Management Ethos : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[8]
Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders. Whistle- Blower Policies. Ombudsman	[8]
Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1. Corporate Governance and Stewardship by N Balasubramanian; Tata McGrawHill
2. Corporate Governance: Concept & Dimensions by Sanjiv Agarwal; Snow white Publications P. Ltd.

References :

1. Study Material ICSI
2. Guidance Note on Corporate Governance Certificate
3. Companies Act, 2013
4. Rules on Companies Act, 2013
5. Listing Agreement by SEBI

EM 292 Indian Financial System 3-0-0-3

Financial System- Meaning, Component of Financial System, Functions of Financial System. [3]

Legal Framework- : Ministry of Finance, Ministry of Commerce, Ministry of Corporate Affairs, Reserve Bank of India (RBI), Security and Exchange board of India (SEBI), Companies Act-2013, FEMA, FERA, Prevention of Money Laundering Act- 2002. [8]

Financial Institutions - Commercial Bank, Development Bank, Merchant Bank, Mutual Fund Companies, Insurance Companies. [8]

Financial Market & Instruments: Money market, Capital Market [10]

Stock Exchanges: NSE, BSE, MCX [04]

Financial Services: (Basic Knowledge): Merchant Banking, Factoring, Under writing, Credit rating, Investment advisor, Portfolio Management, Broker. [06]

Text Books

1. The Indian Financial System – Bharati V. Pathak.
2. Indian Financial System – M. Y. Khan.

References:

1. ICSI Study Material - Capital Markets and Securities Laws Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.
2. IDBI Annual Reports.
3. Sharma G.L. and Singh Y.P. (eds.): Contemporary Issues in Finance and Taxation; Academic Foundation, New Delhi.
4. Kapila Raj And Kapila Uma: Banking And Financial Reforms In India, Vol. I, II, III & IV, Academic Foundation, Delhi.
5. Saunders Anthony: Financial Institutions Management: A Modern Perspective; Irwin Publication, McGraw Hill Co., New York.
6. Madura Jeff: Financial Market And Institution; West Publishing Company, New York.
7. Srivastava, R.M.: Management of India Financial Institutions; Himalaya Publishing House, Mumbai

MODY UNIVERSITY

SCHEME OF STUDY

BBA AIRLINES AND AIRPORT MANAGEMENT
Version 2018 (Proposed)

School of Management Studies

Semester I

Year	Semester	Code	Subject	L	T	P	Credits
1	1	AAT -101	Introduction to Travel and Tourism	3	0	0	3
1	1	AAT -111	Managing Transport Operations	3	0	0	3
1	1	AAT -121	Emerging Indian Tourist Destinations	3	0	0	3
1	1	AAT -131	Tourism Resources of India	3	0	0	3
1	1	AAT -141	Management Concepts & Philosophies	3	0	0	3
1	1	AAT -151	Computer Application	3	0	0	3
1	1	AAP-161	Tourism Products: Asia, Australia & Africa	0	0	3	1.5
1	1	AAP-171	Indian Tourism Destinations	0	0	3	1.5
1	1	AAP-181	Computer Application Lab	0	0	2	1
1	1	UCT-143	Environment and Waste Management	2	0	0	2
1	1	AUC-001	Human Values & Professional Ethics	2	0	0	2
1	1	AAY-	Sports/ Yoga	0	0		1
1	1	AAY-	Arts/Fine Arts/ Music				1
Total				22	00	08	28

Semester II

Year	Semester	Code	Subject	L	T	P	Credits
1	2	AAT-102	Airlines and Tourism Operations	3	0	0	3
1	2	AAT-112	Emerging International Tourist Destinations	3	0	0	3
1	2	AAT-122	Automation in Tourism and Airlines Industry	3	0	0	3
1	2	AAT-132	Food and Beverage Service	3	0	0	3
1	2	AAT-142	Tourism Economics	3	0	0	3
	2	AAT-152	Human Resource Management	3	0	0	3
1	2	AAP-162	Food and Beverage Service Practical	0	0	3	1.5
1	2	AAP-172	Tourism Products: Europe & America	0	0	3	1.5
1	2	UCT-182	Communication Skills	3	0	0	3
1	2	UCP-192	Communication Skills Practical	0	0	2	1
1	2	AAY-	Sports/ Yoga	0	0	2	1
1	2	TTY-	Arts/ Fine Arts/ Music				1
Total				21	00	10	27

Academic Curriculum (2018-19 Onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	*Core Courses*									
	AAT-203	Geography of Tourism	3	-	-	3	3	25	25	50
	AAT-213	Customer Services	3	-	-	3	3	25	25	50
	AAT-223	Tourism Management	3	-	-	3	3	25	25	50
	AAT-233	Business Accounting	3	-	-	3	3	25	25	50
	Skill Enhancement Compulsory Courses									
		Foreign Language-I[#]	3	-	-	3	3	25	25	50
	MDC003	Environmental Studies	3	1	-	4	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	BS 251	Production & Operations Management	3	-	-	3	3	25	25	50
			24	**1**	**-**	**25**				
	GE 203	Proficiency (Non-Credit) [#]				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	AAT-204	Travel Agency & Tour Operations Business	3	-	-	3	3	25	25	50
	AAT-214	Organisational Behavior	3	-	-	3	3	25	25	50
	AAT-224	Tourism Planning & Development	3	-	-	3	3	25	25	50
	AAT-234	Tourism Organisations	3	-	-	3	3	25	25	50
	Skill Enhancement Course									
		Foreign Language-II[#]	3	-	-	3	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	BS 252	Business Ethics and Corporate Governance	3	-	-	3	3	25	25	50
			21	**0**	**0**	**21**				
	GE 204	Proficiency (Non-Credit) [#]				1				

Academic Curriculum (2018-19 Onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	AAT-305	Airlines Marketing	4	-	-	4	3	25	25	50
	AAT-315	Airport Operations	3	-	-	3	3	25	25	50
	AAT-325	Aviation Safety & Security	3	-	-	3	3	25	25	50
	AAT-335	Cargo Operations	4	-	-	4	3	25	25	50
	AAT-345	Airlines Operations	4	-	-	4	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	AAT-306	Study Tour & Study Report ; Viva Voce (3 Weeks)	-	-	-	3	-	-	-	50
	AAT-316	Summer Internship & Project Report; Viva Voce (10 Weeks)	-	-	-	10	-	-	-	100
		Sub Total	**13**	**-**	**-**	**13**	-	-	-	
		Total Credits	**128**	**-**	**-**	**128**				
	GE 306	Proficiency (Non-Credit) #				1				

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE :*** *End Term Examination*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***A student will go for Summer Internship after Second year and Evaluation of Summer Internship Project would comprise of Report and Viva-voce.*

Study Tour Report : 50% on report & 50% on Viva Voce.

Summer Internship Project Report : 50% on report & 50% on Viva Voce.

Note : - On the Job Training Report of Internship & viva-voce shall be a compulsory component for the students. Each student shall have to undergo 10-week or two-and-half months i.e. (Feb to Apr) training in Tourism, Travel and Hospitality Organizations under the guidance of a faculty advisor. The objective of this is to create a job opportunity for the students while undergoing training in Travel Agency, Tour Operation, Tourism Information Offices, Hotels/Resorts etc. Such training would help students to understand customer services along with administrative, financial and marketing aspects of travel business.

Semester I

Scheme Version – 2018	**Introduction to Tourism and Travel**	**L**	**T**	**P**	**C**
	Apply to Program: BBA AAM – I Semester	3	0	0	3
	Prerequisite: Nil	**Total hours =**			
Subject Code: AAT- 101	**Marks : 100**				
	Internal: 40	External: 60			
	Objectives				
	This subject is designed to give the idea about the basic concepts used in the field of travel and tourism industry.				
Subject Outcome					
1	To upgrade the basic knowledge about the tourism sector				
2	To guide the concepts used in the travel industry.				

Unit I

Concept of Leisure, Recreation, Tourism, Tourist, Traveler, Visitor, Excursionist, Components of Tourism and its characteristics. Tourism as an Industry Classification of Tourism and Tourist, meaning, definitions and characteristics. Different types of tourism- Inbound tourism, Outbound tourism, Domestic tourism; Mass tourism, International tourism etc. Typology of Tourists, Plog's typology of Tourist

Unit II

History of Tourism through ages, Silk Route**,** Grand tours, Thomas Cook and the development of tourism. Present scenario of the tourism industry. Linkages of Tourism with other subjects Viz. History, Sociology, Geography, Management and Economics.

Unit III

Concept of Tourism Demand and Supply. Significance, Problem and Prospects of Tourism Demand factors affecting Tourism Demand and Supply. Travel Propensity, Impacts of Tourism – Economic Impacts, Socio-culture Impacts, Environmental impacts.

Reference books/ material:

1. McIntosh et.al.,*Tourism Principles*. Prentice Hall Publication.
2. Mill and Morrison, *Tourism System*. Prentice Hall Publication.
3. Negi, Jagmohan, *Tourism and Travel Concepts and Principles*. Gitanjali Publishing House.
4. Kamra, K.K. and M. Chand, *Basics of Tourism: Theory operation and practice*, Delhi: Kanishka Publication

Scheme Version – 2018	Managing Transport Operations	L	T	P	C
	Apply to Program: BBA AAM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT- 111	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This subject is designed to give the idea about the basic concepts are used in the transport business in the world and in India as well.				
Subject Outcome					
1	To guide the concepts used in the air and surface transport business				
2	To develop the concepts and operations of railways and waterways				

Unit – I

Evolution of tourist transport system - . Introduction to transport system - air, road, rail and water transport. Importance and Relationship between tourism and transport industry. Challenges faced by tourism based transport system, Role of transport industry in making world a global village.

Unit II

Road transport: Approved tourist transport, car hire companies including rental car scheme and tourist-coach companies, Regional Transport Authority, road taxies, contract carriage, stage carriage, All India permits etc. Rail Transport: Introduction to Indian railway system, IRCTC- Role and services offered, Luxury trains in India- Palace on wheels, Shivalik express toy train, EURAIL- Network, types of passes etc.

Unit III

Air Transport: Types of airlines – Domestic, International, Inter Continental, Intra Continental, Regional, Charter etc. Major Airlines of India and international airlines. Functions of DGCA, IATA, ICAO &AAI, Services provided by Airlines- Difference b/w LCC and full service airlines.

Water Transport: Types of water transportation, historical past, cruise ships, ferries, hovercraft, river canal boats, Water transport as attractions, Inland Water Ways, International Cruise Liners- Star cruise Virgo, Disney cruise.

Reference books/ material:

1. ChuckY. Gee, Travel Industry
2. Stephen Page, Transport for Tourism
3. Mill, R.C. and Morrison,Tourism System
4. P.N. Seth, Successful Tourism Management

Scheme Version – 2018	Emerging Indian Tourist Destination	L	T	P	C
	Apply to Program: BBA AAM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT- 121	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This subject is introduced to give the knowledge about the Indian tourism along with the famous tourist destinations.				
Subject Outcome					
1	This will help to understand the nature resources.				
2	To give the professional information about the Hill stations of India				
3	This will help to understand about the beach based destinations of India.				

UNIT I

Indian Geography, physical and political features of Indian subcontinent, climatic conditions prevailing in India. Tourism resources and attractions in different states of India:

Rajasthan,
Uttrakhand,
Madya Pradesh,
Goa.

UNIT II

Natural Resources: Wildlife Sanctuaries, National Parks and Natural Reserves in India (Jim Corbett Tiger Reserve, Bharatpur Bird Sanctuary, Valley of Flowers, Kanha, Kaziranga, SasanGir, Dachigam, Ranthambhore and Keoladeo Ghana). Major wetlands of India.

UNIT III

Hill Stations: Study of Hill Station attractions and their environs with case studies of Mussoorie, Nainital,Munnar and Ooty. Beaches and Islands: Beaches in Goa, Kerala, Orissa. Andman Nicobar & Lakshdeep islands.

Reference books/ material:

1. Lonely Planet – India
2. JagmohanNegi – Travel Management
3. Indian Tourism Guide by Dr. AP Nanda

Scheme Version – 2018	Tourism Resources of India	L	T	P	C
	Apply to Program: BBA AAM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code AAT- 131	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	The course aims to provide a basic knowledge in different tourism products of India. India is a country with ample and diversified tourism resources and products to offer for both domestic and International Tourist's.				
Subject Outcome					
1	This course envisages discussion on tourism products like Cultural, Heritage				
2	This course envisages discussion on tourism products like Art and Architecture, Paintings, Classical dance forms and Music. Etc.				

Unit I

Tourism Products-Concept, Definitions, Classification, Characteristics of tourism Products.

Difference between tourism product and other consumer product.
Heritage & Pilgrimage Tourism - Classification, Art and Architecture, Historical Monuments, Religious and Spiritual Centers (Hindu, Buddhist, Jain, Muslim, Christian and Sikh).

Unit II

Cultural Tourism - Fairs and Festivals, Classical Dance and Music, Folk culture, Handicrafts and Handlooms, National Park and Sanctuary, World Heritage Sites in India, Museums and Art Galleries, Indian Cuisines.

Unit III

Emerging Forms – Adventure tourism: Land based, Aero based and Water based activities, Rural Tourism, Medical Tourism, Yoga and wellness Tourism, Eco Tourism, Event and Sports Tourism.

Reference books/ materials

1. S.P. Gupta (2002), Cultural Tourism in India, Indraprastha Museum of Art and Archaeology, New Delhi.
2. Tourism Products (Second edition): New Royal Book Company (2012) – Manoj Dixit and Charusheela.
3. Indian Tourism Products: Abhijeet Publications – Robinet Jacob, Sindu Joseph.
4. Awakening Indians to India: ChinmayaYuva Kendra.
5. The Wonder that was India: Al Basham

AAT-141 **Management Concepts & Philosophies** **3-0-0-3**

Course Objective

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Content

Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management. [08]

Planning: Types of Plan, Objectives of Planning, Planning process, SWOT, **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making. [12]

Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing. [12]

Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control. [07]

Text Books

1. Koontz, H. and Weihrich, H. *Essentials of Management,* Pearson Education.
2. Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi

References:

1. Luthans, F., "*Introduction to Management",* McGraw Hill.
2. Robbins, S. and Coulter, M.*Management*, Pearson Education.
3. Drucker P. F., *Practice of Management*, Mercury Books, London.
4. Griffin, R.W.,*Management Principles and Application,* Cengage Learning
5. Louis, A.Allen: Management and Organization; Mc Graw Hill, Tokyo.

Scheme Version – 2018	Computer Application	L	T	P	C
	Apply to Program: BBA AAM – I Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT - 151	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	The basic objective of the course is to introduce the students to the computer and networking concepts, computer applications, and productivity software.				
Subject Outcome					
1	This will help in enhancing the knowledge of computer and its applications.				
2	To give exposure about the awareness of computer technology and its role in society				

UNIT: I

Computer Basics: Introduction, Characteristics of a Computer, Criteria for Using Computers, History of Computers, Generations of Computer, Classification of Computers, Applications of Computer, Basic Components of PC, Computer Architecture.

Hardware and Software: Introduction, Computer Memory, Secondary Memory, Computer Peripherals, Output Devices, Software requirements.

UNIT II:

Detailed Content : Video Display, Storage Devices, Power-supplies, Basic input and output system, Wi-Fi, Operating system.

Windows XP: Introduction, Features, Comparison between Professional and Home edition, Windows XP installation, Activating Windows XP, Security features of Windows XP, Accessing User Accounts, and Getting Help.

UNIT III:

Excel 2007: Introduction, Workbook, Worksheet, Formatting in excel, Advanced formatting in Excel, Working with formulas, Printing worksheets.

MS PowerPoint: Introduction, Creating a Presentation, Basic Formatting in PowerPoint, Advanced Formatting, Using Templates, Inserting charts, Inserting tables, Printing presentations.

Security and Networking: Introduction, Simple Fine Sharing, Internet Information Services, Peer to Peer Networking.

Reference books/ materials

1. C.S. French "Data Processing and Information Technology", BPB Publications 1998
2. P.K Sinha `Computer Fundamentals`, BPB Publications, 1992
3. Guy Hart-Davis "The ABCs of Microsoft Office 97 Professional edition", BPB Publications, 1998
4. Karl Schwartz, "Microsoft Windows 98 Training Guide", 1998

Scheme Version – 2018	**Tourism Products: Asia, Australia & Africa**	**L**	**T**	**P**	**C**
	Apply to Program: BBA AAM – I Semester	0	0	3	1.5
	Prerequisite: Nil	**Total hours =**			
Subject Code: AAP-161	**Marks : 100**				
	Internal: 60	External: 40			
	Objectives				
	The main objective of this course is to familiarize students with tourism based geography. The topic covered during practical will impart knowledge related to geographical features of the World.				
Subject Outcome					
1	This will help to identify the various locations of the Asia, Australia and Africa.				
2	The attractions for the international destinations.				

List of Practical:

- Locate and Label the countries of Asia and their capitals on the Map of Asia.
- Locate and label major attractions of Singapore on the map of Singapore/World.
- Locate and Man Made attractions of China on the Map of China/World
- Locate and label Tourist attractions of Indonesia on the map of Indonesia/World.
- Locate and label Sea port of Indonesia on the map of Indonesia/Asia.
- Locate and label Famous beaches of Indonesia on the map of Indonesia/Asia.
- Locate and label major attractions of Malaysia on the map of Malaysia/World.
- Locate and Label the countries of Africa and their capitals on the Map of Africa.
- Locate and label the national parks of South Africa on the Map of Africa/World.
- Locate and label the major tourist attractions of South Africa
- Locate and Label the Cities of Australia on the Map of Australia
- Locate and label the International Airports of Australia on the map of Australia/World
- Locate and label the Tourist attractions of Sydney on the map of Australia.
- Locate and label major cities of Turkey on the map of Turkey/World.
- Locate and label major Tourist attractions of Istanbul on the map of Turkey/World.

Reference books/ materials

1. Boniface, B.G. and Chris Cooper, The Geography of travel and Tourism, Oxford: Butterworth Heinemann.
2. International Geography for Travel and Tourism by John P. Wrades.
3. Pearce Douglas, Tourism Today: A Geographical Analysis; New York: Longman.
4. Seth P.N., Successful Tourism Management, (Vol.1), New Delhi: Sterling Publisher.
5. Specific Country Guide Books of Lonely Planet Publication

Scheme Version – 2018	Indian Tourism Destinations	L	T	P	C
	Apply to Program: BBA AAM – I Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: AAP - 171	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	The main objective of this course is to familiarize students with tourism based geography. The topic covered during practical will impart knowledge related to geographical features of India and World as well.				
Subject Outcome					
1	This will help to identify the various locations of India.				
2	To get the practical exposure about the tourism based location of India..				
3	To work on maps used in the field of travel and tourism.				

List of Practical:

1. Locate and label the political map of India and write brief information of India. Locate the political boundaries- International, States and District
    a. Capital of India and NCR
    b. States and its capitals
    c. Union Territories of India
    d. Major Cities
    e. Neighboring countries of India
2. Locate and label Physical Division of India
    a. Peninsular Region
    b. Indo-Gangetic Brahmaputra Region
    c. Himalayas
    d. Coastal Plains
    e. Desert
3. Locate and label wildlife sanctuaries, bird sanctuaries and national parks on map of India
4. Design and label the tourist map of India. Cite the following-
    a. Hill stations
    b. Beaches
    c. Adventure Destinations – Land, Air, Water
5. Design and label the tourist map of India. Cite the following-
    a. Historical Places, monuments & Museums
    b. Pilgrimage – Hindu, Buddhist, Jain, Muslim & Sikh
    c. UNESCO World Heritage Sites in India
6. Brief introduction of state of Punjab. Locate and label on map of Punjab the following
    a. Capital of Punjab and its main tourist attractions
    b. Tourist Circuits of Punjab
7. Label network of Air & surface Transportation of India.

8. Identify the major tourist circuits of India – The Golden Triangle. Mark on map and label the tourist destinations and attractions.

9. Locate and cite the Domestic and International Airport of India. Also collect information about top 10 Airports and Airport Lounge of World and mark them on the world map.

10. World At A Glance : Locate and label Continents & Ocean of World on world map

11. Study of Map
    a. Type of Maps
    b. Map Reading – Location, Longitude & Latitude, direction, scale
    c. Conventional sign & symbols
    d. Color Scheme in Topographic maps

12. Time Zone
    a. Greenwich Meridian Time
    b. International Date Line
    c. Calculating of time of any given location

13. Climatic Zone
    a. Climatic Zone of World and main tourist destination in different climatic zones
    b. Seismic Zone
    c. Direction of Monsoon wind
        I. Southwest Monsoon (The Arabian Sea to the Bay of Bengal)
        II. North-East monsoon

Reference books/ material:

1. Lonely Planet – India
2. JagmohanNegi – Travel Management
3. Indian Tourism Guide by Dr. AP Nanda

Scheme Version – 2018	Computer Application Lab	L	T	P	C
	Apply to Program: BBA AAM – I Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: AAP-181	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	The basic objective of the course is to introduce the students to the world of computers and computer technology. Introduce students to the basic concepts of operating systems, MS Office, Email, Web security.				
Subject Outcome					
1	This will help in enhancing the Computer Skills				
2	To give practical exposure about the Email and Internet.				

List of Practical:

MS-Word : Starting Word, new documents, entering text, changing text, aligning, underlining, and justifying text. Use of tabs. Tables – creation, adding rows and columns, splitting, and combining cells, Borders. Saving, closing, and operating documents. Adding headers and footers. Print preview, and printing a document.

Power Point (Presentation software) : Basic concept of presentation software. Standard, formatting, and drawing toolbars in power point and their use. Creating and opening a presentation. Creating, deleting, opening, and copying slides. Closing and saving a presentation. Use of slide sorter, adding header/footer. Use of master slides and colour box.of animation features. Inserting pictures, resizing pictures. Inserting organization chart of auto content wizard.

Excel : its structure and capabilities, drawing toolbars of cells, entering and editing data and text, entering formulae. Operating Excel: concept of workbook and worksheet, serial fill, formatting text in cells and on the worksheet. Entering and pasting formulas, creating a chart. Excel Functions: max, min, date, count.

Internet : A brief history of origin of internet. Various applications of Internet such as email, information gathering, searching, chatting, downloading etc. of search engines, internet explorer and e-mail messages. Use of internet in various fields. Cyber Security and plagiarism.

Scheme Version – 2018	Environment and Waste Management	L	T	P	C
	Apply to Program: BBA AAM – I Semester	2	0	0	2
	Prerequisite: Nil	Total hours =			
Subject Code: UCT-143	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	To familiarize students with basics of environmental sciences, disaster & waste management.				
Subject Outcome					
1	Understudies will be able to identify different dimensions of environmental studies; problems related to the environmental degradation & will be able to take remedial steps.				
2	Disciples will learn about different type of disaster that occur in nature consequently learning to develop the preparedness and remedial techniques.				
3	Upon learning the problems related to environmental waste students will be able to segregate the waste in different categories and will learn its effective management techniques.				

Unit- 1

General: Definition, Scope & Importance, Need For Public Awareness- Environment definition, Type of Ecosystem, Balanced ecosystem, Human activities – Food, Shelter, Economic and social Security. Effects of human activities on environment, agriculture, Housing, Industry, Mining and Transportation activities, Bio diversity & its conservation

Renewable & Non renewable resources: Natural Resources- Forest resources Water Resources , Mineral resources , Energy resources , Land resources - Availability and Quality aspects. Energy–Hydro Electric, Nuclear, Solar , Hydrogen as an alternative future source of Energy. Biomass and Bio-gas

Environmental Pollution and their effects: Water pollution, Land pollution. Noise pollution, Public Health aspects, Air Pollution**.** Current Environmental Issues of importance, population Growth, Climate Change and Global warming- Effects, Urbanization, Automobile pollution, acid rain, Ozone Layer depletion, Animal Husbandry, Salient features & amendments of Enviromental Protection Act , Water Prevention & Control Act , Air prevention & control of pollution Act , Salient Features of Environmental Summit – Paris 2015

Unit-2

Disaster Management: Introduction on Disaster Different Types of Disaster : A) Natural Disaster: such as Flood, Cyclone, Earthquakes, Landslides etc B) Man-made Disaster: such as Fire, Industrial Pollution, Nuclear Disaster, Biological Disasters, Accidents (Air, Sea, Rail & Road), Structural failures(Building and Bridge), War & Terrorism etc. causes, effects and practical examples for all disasters.

Disaster Preparedness and Response Preparedness: Disaster Preparedness: Concept and Nature, Disaster Preparedness Plan, Prediction, Early Warnings and Safety Measures of Disaster, Role of Information, Education, Communication, and Training, Role of Government, International and NGO Bodies. Role of IT in Disaster Preparedness, Role of Engineers on Disaster Management.

Unit-3

Waste Management: Municipal Solid Waste Management, Waste Collection, Storage and Transport. Waste Disposal - Key issues and features. Waste Processing Techniques. Source Reduction, Product Recovery and Recycling. Recovery of Biological Conversion Products: Composts and Biogas. Composting and Biogasification Technology. Hazardous Waste: Management and Treatment. Integrated Waste Management (IWM).

Solid Waste Management Act: Municipal Solid waste (Management & Handling) Rules 2000, Waste Management Rules 2016 (Amendments)

Reference books/ materials

1. Management: A Global Perspective, Weihrich, H. and Koontz, H., New York, McGraw Hill 2006
2. Disaster Management: A Disaster Managers Handbook, Carter, W.N., Manila, ADB. 2006
3. Disaster Management Handbook for Bangladesh, Parts I-IV. Dhaka, BDPC and PACT, Rahman, M.S 2005
4. Management, Stoner, J.A.F. and Freeman, R.E., Prentice-Hall, New Delhi 2004
5. Environmental Engineering , Howard S.Peavy ,Donald R. rowe New York , Macgraw Hill
6. Geographic Information: Economic applications, Martin. D., Routledge, London
7. Introduction to Environmental Engineering and Science , 2nd Edition ,G.M.Masters ,Prentice Hall ,New Jersy
8. Ecology & the Environment , Monson, Russel k ed., springer

Semester II

Scheme Version – 2018	**Airlines and Tourism Operations**	**L**	**T**	**P**	**C**
	Apply to Program: BBA AAM – II Semester	**3**	**0**	**0**	**3**
	Prerequisite: Nil	**Total hours =**			
Subject Code: AAT- 102	**Marks : 100**				
	Internal: 40	External: 60			
	Objectives				
	This subject is designed to give the idea about the basic concepts used in the airline and tourism sector at global level.				
Subject Outcome					
1	To make aware the students about the concepts used in the airlines industry.				
2	To make aware the students about the trends in tourism at the international level				

Unit I

AIRLINES OPERATIONS:- Introduction to Airlines- LCC & Full service airlines-various cabin classes, Organizational structure of an domestic and international airlines, Freedom of Air, Operational process description (brief introduction of Load & trim, fueling, water loading, dumping, catering, baggage loading/unloading, tow truck & tow bar, doilles, catering vehicle,choks). Leading International airlines of the world

Unit II

TOURISM OPERATIONS:- Leading tour operators, GSA,PSA,OTA, Tailor made packages, Inclusive tour packages. Types of tours-one way tour, return tour, circle tour, around the world, open jaw.

Unit III

Product and the services of the following companies:-

a) Jet Airways
b) Cathay Pacific
c) Cox and Kings
d) Make my trip

Reference books/ material:

1. Global trends in Tourism & Hospitality Industry by Sudhir Andrews
2. Tourism and Global : A case study by Mike J. Aourncer.

Scheme Version – 2018	Emerging International Tourist Destination	L	T	P	C
	Apply to Program: BBA AAM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT- 112	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	This course is designed to give the knowledge about the International tourism along with the famous tourist destinations.				
Subject Outcome					
1	This will help to understand the world tourism destinations with country facts and figures.				
2	To give the professional guidance about the emerging tourism based destinations.				

Country Profile: Map work, Background, Location, Climate, Terrain, Country facts, History, Economy,Tourism Statistics, Passport and Visa Regulations, Major Tourist Resources and activities for the following Countries:

UNIT –I

Great Britain
Thailand

UNIT II

Mauritius
Italy

UNIT III

UAE-Dubai
New Zealand

Reference books/ materials

1. International Geography for Travel and Tourism by John P. Wrades
2. Lonely Planet – Great Britain, Far East, New Zealand, UAE, Europe
3. A.K Bhatia – International Tourism Mgt

Scheme Version – 2018	**Automation in Tourism and Airlines Industry**	**L**	**T**	**P**	**C**
	Apply to Program: BBA AAM – II Semester	**3**	**0**	**0**	**3**
	Prerequisite: Nil	**Total hours =**			
Subject Code: AAT- 122	**Marks : 100**				
	Internal: 40	External: 60			
	Objectives				
	This will help to understand the use of ICT in the aviation & tourism sector.				
Subject Outcome					
1	To understand the use of CRSs used the airlines business.				
2	To guide about the different types of air tickets and their use.				

Unit I

Automation in the tourism industry – An Introduction Importance of Information Technology in Tourism Automation in the hotel, airlines and travel business. Billing settlement process- Concept , roles and objectives. History of Airlines ticketing, Airlines reservation system(ARS)- Concepts, roles and objectives. Flight information display system(FIDS).

Unit II

Introduction to CRS: The need for a CRS system, History of the CRS system, Use of the CRS by Airlines and Travel Agents, Benefits and importance of the CRS system to the Travel trade, Introduction to Amadeus, Galileo, Worldspan , SABRE. Mixed Class journey, around the world fares (RTW) special fairs, MCO, PTA and Universal air travel plan

Unit III

Ticketing process: Components of an electronic ticket Types of tickets: Manual ticket/ Automated Ticket/ e-ticket Ticket Coupons Difference between I ticket and e-ticket What are Special fare? Various kinds of special fares.Details of an automated ticket.

Reference books/ materials:

1. Gupta S.K : International Airfare & Ticketing Methods & Technique UDH Publishers & Distributors (P) Ltd. New Delhi.
2. Sinha P.C: Encyclopedia of Tourism Management
3. JagmohanNegi: Travel Agency & Tour Operation Concepts & principle

Scheme Version – 2018	Food and Beverage Service	L	T	P	C
	Apply to Program: BBA AAM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT- 132	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	The objective of this course is to develop the very basic manners & ethics among hospitality students about the food & beverage operations so that when they step into the industry they should be able to prove themselves as an asset to the organization and can be remembered by their guests.				
Subject Outcome					
1	This will help to understand the basic concepts of Food and Beverage services				
2	To understand the types of Services used in the airlines and hospitality industry.				
3	To guide the student about the types of menu using at international level.				

Unit-I

1. INTRODUCTION OF FOOD & BEVERAGE SERVICE
   - Introduction to Food Service industry.
   - History and growth of catering industry in India.
   - Sectors of the Food service industry.
   - Variables in Food service operations.
   - The meal experience.

2. FOOD AND BEVERAGE OUTLETS
   - Introduction.
   - Commercial v/s subsidized catering.
   - Sections of Food and Beverage department.
   - Organizational structure/ Hierarchy of F&B department.
   - Duties and responsibilities of F&B personnel.
   - Attributes of F&B staff.

Unit-II

3. FOOD AND BEVERAGE SERVICE AREA AND EQUIPMENTS
   - Introduction
   - Still room
   - Silver room / Plate room
   - Wash-up
   - Hotplate
   - Service equipments (Linen, Furniture, China ware, Glassware, Flatware, Hollowware, Special service equipments and service trolleys)
   - Automatic vending and disposables
4. TYPES OF SERVICE
   - Introduction

- English service
- French service
- Russian service
- Cafeteria service
- Snack bar service
- Grill room service
- Gueridon service
- Buffet service
- Breakfast service

Unit-III

5. THE MENU AND ITS KNOWELDGE
   - Introduction
   - Origin of the menu
   - Purpose of the menu
   - Classes of the menu
   - Influences of the menu
   - Eleven courses French classical menu
   - Meal times

Reference books/ materials:

1. Andrews Sudhir, F & B Service Training Manual, Tata McGrawhill, New Delhi 2007
2. DhawanVijay,(food& beverage service) Isha publication, 2007
3. Denis Lillycrap, Jon cousins (Food & Beverage service) 2006

Scheme Version – 2018	Tourism Economics	L	T	P	C
	Apply to Program: BBA AAM – II Semester	3	0	0	3
	Prerequisite: Nil	Total hours =			
Subject Code: AAT-142	Marks : 100				
	Internal: 40	External: 60			
	Objectives				
	To provide an understanding too basic economic environment, balance between demand and supply in tourism industry and analyzing the prevailing conditions.				
Subject Outcome					
1	To understand the scope and method of economics				
2	To understand demand and supply in tourism				
3	Tourism understand the economic impact of tourism				

Unit-1

Scope and method of economics; scarcity and choice; questions of what, how and for whom to produce and how to distribute output; working of price mechanism and resourceallocation.The economic characteristics of tourism, a general tourism information system, the Tourism Satellite Account, WTO tourism statistics,tourism and/or holiday surveys, the tourism production index, role of TFCI in tourism development.

Unit-2

Elasticity of Demand: Concept and measurement of elasticity of demand; Price, income and cross elasticities; Average revenue, marginal revenue, and elasticity of demand; Determinants of elasticity of demand. Determinants of tourism demand, trends in tourism demand, tourism demand worldwide, holiday propensity and holiday frequency, seasonality, tourism supply in the tourism system, tourism supply, the tourist product and its lifecycle, tourism supply and market structures, pricing in tourism, supply trends.

Unit-3

Tourism as a strategic dimension of economic development, economic advantages and disadvantages, balance of payments and tourism, the magic tourism multiplier, measurement of income generation, measurement of employment generation, special characteristics of employment, the impact of events.

Reference books/ materials:

1. De Brabander,G. (1992). *ToerismeenEconomie*. Leuven: Garant.
2. Keller, P. and Bieger, T (eds) (2001). *Tourism Growth and Global Competition*. St Gallen: AIEST.
3. Sharpley, R. and Telfer,D. (eds) (2002). *Tourism and Development. Concepts and Issues*. Clevedon: Channel View Publications.
4. Karl E. Case and Ray C. Fair, Principles of Economics, Pearson Education, Inc., 8th edition, 2007.
5. N. Gregory Mankiw, Economics: Principles and Applications, India edition by South Western, a part of Cengage Learning, Cengage Learning India Private Limited, 4th edition, 2007.
6. Joseph E. Stiglitz and Carl E. Walsh, Economics, W.W. Norton & Company, Inc., New York, International Student Edition, 4th edition, 2007.

AAT-152 **Human Resource Management** **3-0-0-3**

Course Objective

To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Content

Human Resource Management: Concept and functions; Role, status and competencies of HR manager; HR policies; Evolution of HRM; Emerging challenges of human resource management - Workforce diversity, empowerment, downsizing, VRS, work life balance. **Acquisition of Human Resource:** Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment – concept and sources; Selection – concept and process; Test and interview; Placement, induction and socialization; Retention. [12]

Training and Development: Concept and importance; Role specific and competency based training; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing. [08]

Performance Appraisal and Compensation Management: Performance appraisal- Nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counselling; Job changes - Transfers and promotions, Human resource audit; **Compensation** - Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Job evaluation. [10]

Maintenance of employees and Emerging Horizons of HRM: Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations- An overview; Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; e-HRM; Human Resource Information System and e-HRM; Impact of HRM practices on organisational performance; HR audit, Contemporary issues in human resource management. [09]

Text Books

1. Aswathappa, K., *"Human Resource Management",* Tata McGraw-Hill, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., *"Fundamentals of Human Resource Management",* Wiley, India.

References:

1. Pande Sharon and Basak Swapnalekha (2012), *"Human Resource Management-Text and Cases"*, 1st Edition, New Delhi, Pearson Education.
2. Mondy, A. W. and Noe, R. M., *"Human Resource Management",* Pearson Education.
3. Rao, V. S. P., *"Human Resource Management: Text and Cases",* Excel Books.

Note: Latest edition of text book and references must be used.

Scheme Version – 2018	Food and Beverage Service Practical	L	T	P	C
	Apply to Program: BBA AAM – II Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: AAP - 162	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	The objective of this course is to develop the very basic manners & ethics among hospitality students about the food & beverage operations so that when they step into the industry they should be able to prove themselves as an asset to the organization and can be remembered by their guests.				
Subject Outcome					
1	This will help to understand the basic concepts of Food and Beverage services				
2	To understand the types of Services used in the airlines and hospitality industry.				
3	To guide the student about the types of menu using at international level				

List of Practical :

Sr. No.	Name of Practical
1	Grooming standard of F & B Personnel. Carrying five friends
2	Layout of American Breakfast
3	Layout of English Breakfast
4	Layout of Continental &Indian Breakfast
5	Napkin folding, its types and actual folds were demonstrated & practised by students
6	Service of non alcoholic beverage, Tray setup for tea & coffee
7	Service of Cigar&cigrettes (Focus on lighting a cigar). Precaution taken while lighting
8	Clearance procedures followed in fine dining restaurants
9	Clearance procedures followed in fine dining restaurants
10	Restaurant procedures includes welcoming & seating
11	Restaurant procedures includes Misen Place

Scheme Version – 2018	Tourism Products: Europe & America	L	T	P	C
	Apply to Program: BBA AAM – II Semester	0	0	3	1.5
	Prerequisite: Nil	Total hours =			
Subject Code: AAP-172	Marks : 100				
	Internal: 60	External: 40			
	Objectives				
	This subject is introduced to give the knowledge about the International tourism along with the famous tourist destinations. This will help to understand the world tourism destinations with country facts and figures.				
Subject Outcome					
1	This will help in learning of destinations and attractions of International countries				
2	To get the practical exposure about the tourism based location of world.				

List of Practical :

- Locate and Label the countries of US and their capital on the Map of US/World.
- Locate and label the destinations/attractions of Canada on the map of Canada/World.
- Locate and label Bird and wildlife sanctuaries - National parks of Canada on the Map of Canada
- Locate and label Tourist attractions of Canada on the map of Canada/World.
- Locate and label the International airports on the map of America/world
- Locate and label major tourist attractions of North America on the map of USA/World.
- Locate and label the tourist attractions of Brazil on the Map of Brazil/America
- Locate and label the tourist attractions of Mexico on the Map of Mexico/America
- Locate and Label the countries of Europe and their capital on the Map of Europe.
- Locate and label the Attractions of France on the map of France/World.
- Locate and label the International airports on the map of Europe/world.
- Locate and route the Euro rail network on the Map of Europe.
- Locate and label the Mountains of Switzerland on the map of Switzerland/World.
- Locate and label the historical man made attractions of Spain on the map of Spain/World.
- Locate and label the Attractions of Sweden on the map of Sweden/World.

Reference books/ materials

1. Specific Country Guide Books of Lonely Planet Publication
2. DK Eyewitness Travel Guide: Europe
3. A.K Bhatia – International Tourism Mgt
4. International Geography for Travel and Tourism by John P. Wrades

Scheme Version – 2018	Communication Skills	L	T	P	C
	Apply to Program: BBA AAM – II Semester	3	0	0	3
	Prerequisite: Studied English Language upto senior secondary	**Total hours =**			
Subject Code:	**Marks : 100**				
	Internal: 40	External: 60			
	Objectives				
UCT-182	The Communication Skills Course aims to augment students overall communication and interpersonal skills by making them realize the importance of good oral and written English communication skills in professional life. To enrich their reading capability with special emphasis on expanding vocabulary and grammatical formations. To build exceptional LSRW skills by correcting grammatical errors and pronunciation through practice.				

Subject Outcome	
1	The student would be able to produce contextual written text and speech.
2	Students would be able to write for short compositions, in the form of paragraph writing, business correspondence etc.
3	Students would have the strategic competence to use both spoken & written language in a wide range of communication.
4	Student would demonstrate linguistic competence- through accuracy in grammar, pronunciation and vocabulary.
5	Student will be able to speak fluently through regular practice and speaking drills.

Unit -1

Business Communication: Meaning, importance, process, models and types, barriers to effective communication, verbal and non-verbal communication, Techniques for building LSRW Skills.

Reading Skills: The students will be required to read the book: **Using English - A Course book for undergraduate learners,English for Engineers and Technologists***

Reading: UNIT- HUMOUR

UNIT - TECHNOLOGY WITH A HUMAN FACE*

Writing: Paragraph writing, reading comprehension

Listening: Vowel sounds, stress and intonation

Speaking: Greeting, taking leave, introducing oneself and others

Grammar: Parts of Speech, articles,modal verbs

Vocabulary: Word formation-Prefixes, suffixes and compounds,homonyms, homophones, homographs

Unit -2

Ethics in Communication- Significance, Factors, Dilemmas in Ethical Communication

Reading: UNIT- INSPIRATION

UNIT-CLIMATE CHANGE AND HUMAN STRATEGY*

Writing: Précis writing, Leave Application, permission letter,business letters - sales, request, order, inquiry, acknowledgement, complaint and collection letters, memorandum writing, office order, circular, various types of notice writing.

Listening: Consonant Sounds

Speaking: Social Etiquette,interrupting and making polite conversation

Grammar: Tenses, concord (subject-verb agreement),punctuation
Vocabulary: One-word substitutes, synonyms, antonyms, collocations

Unit -3

Cross-cultural Communication – Significance, elements, cultural context and barriers to Cross Cultural Communication
Reading: UNIT- SUSTAINABLE DEVELOPMENT
UNIT-EMERGING TECHNOLOGIES*
Writing: Summarizing, note making and note taking, Email Writing, digital content writing (blogs and websites)
Listening: Listening to details and taking notes-points and sub-points, listening for the theme and gist
Speaking: Making request, apologizing and listening
Grammar: Narration, voice, transformation and correction of sentences
Vocabulary: Collocations, idioms

Text books

Note: The reader for Engineering students is marked with a (*)

1. Suggested Reading: Board of Editors, Using English - A Course book for undergraduate learners, Orient Blackswan, Hyderabad (2016)

2. *Suggested Reading for Engineering: Board of Editors, *English for Engineers and Technologists*. Orient Blackswan, Hyderabad (2016).
3. Professional Communication Skills - Study Material and Workbook, Chandigarh University.

Reference

1. Lesikar R.V.; Petit J.D., Business Communication, Tata McGraw (2015), New Delhi.

2. Chaturvedi, P.D. and Chaturvedi, M; Business Communication, Pearson Education (2015), New Delhi.
3. Juneja, Om and Mujumdar A; Business Communication: Techniques and Methods, Orient Blackswan (2015), Hyderabad.
4. Raman, M. and Sharma, S; Technical Communication-Principles and Practice, Oxford University Press (2016), New Delhi.
5. Flately, Business Communication, Mc GrawHill, New York.
6. Murphy, R., Elementary Grammar, Cambridge University Press (2014), UK.
7. Murphy, R., Essential Grammar in Use, 4th Edition Cambridge University Press (2013), UK.
8. Hewing, Martin, Advanced English Grammar, Cambridge University Press (2012), UK.

Scheme Version – 2018	Communication Skills Practical	L	T	P	C
	Apply to Program: BBA AAM – II Semester	0	0	2	1
	Prerequisite: Studied English language upto senior secondary	**Total hours =**			
Subject Code: UCP-192	**Marks : 100**				
	Internal: 60	External: 40			
	Objectives				
	To equip students with listening, reading and speaking skills necessary for academic, professional and cultural situations. To foster self-confidence and positive attitude in students' ability to communicate. To monitor, remediate and strengthen comprehensible pronunciation.				
Subject Outcome					
1	Student would be confident in listening and speaking skills necessary for interaction in academic, professional and cultural situations				
2	Student would use language effectively for group discussions and public speaking				
3	The students would use non-verbal skills appropriate to the social environment.				
4	The student would be self aware and enhance soft skills for the professional world.				
5	The student would use correct intonation, stress, pronunciation and neutral accent to communicate in English.				

Unit -1

Soft Skills: Self Awareness- Personal attributes, SWOT Analysis
Verbal Skills: Art of Public Speaking- just a minute, extempore, news discussion
Non-Verbal Skills: Positive body language, posture, gestures, symbols and signs
Listening Skills: Listening exercises-1 & 2, vocabulary building-1 & 2
Phonetics: Classification of Speech Sounds, Vowel sounds, Introduction to phonetic symbols

Unit -2

Soft Skills: Goal Setting, Time Management
Verbal Skills: Art of self introduction, extempore, cross talk, news discussion
Non-Verbal Skills- Social Etiquette, Personal appearance and grooming
Reading Skills: Reading Comprehension -1 & 2, vocabulary building-3 & 4
Phonetics: Consonant Sounds

Unit -3

Soft Skills: Stress Management **; Verbal Skills:** Greetings, Making Requests
Reading Skills: Reading Comprehension -3 & 4, vocabulary building-5 & 6
Speaking Skills: Group discussion; **Phonetics:** DiphthongsSounds, Stress & Intonation rules
Software Support

1. Globarena EL- Client Software for Communication Skills, Hyderabad.

Reference

1. Sethi, J., Dhamija, P.V., A Practice Course in English Pronunciation, Prentice Hall of India, New Delhi.
2. Roach P., English Phonetics and Phonology: A Practical Course (English), Cambridge University Press, 4th Edition,UK.
3. O'Connor, J. D., Better English Pronunciation, 2nd Edition, Cambridge University Press, (2012), UK.
4. Hornby, A.S. Oxford Advanced Learners Dictionary of Current English, 7th Edition, Oxford University Press, UK.

Semester - III

AAT-203 **Geography of Tourism** **3-0-0-3**

Course Objective: This paper is very unique for the budding tourism professionals to understand and to be familiar with the global geography with reference to tourism.

Course Content

Introduction to Geography: Elements of Geography, Branches of Geography, Importance of Geography in Tourism, World's Climatic Zones, Latitude & Longitude.	[7]
IATA Areas, Code and GMT Time: Areas, Sub Areas and Sub Regions As per International Air Transport Organization (IATA), IATA Three Letter City Code, Two Letter Airlines and Airport Code, International Date Line, Time Zones, Greenwich Mean Time, Calculation of Local Time, Flying Time, Grounding Time, Elapsed Time, Daylight Saving Time	[10]
Planning Travel Itineraries, Qualifying the Customer, Planning Air Itineraries, Resources for Research.	[7]
Local Currencies around the World, Types of Local Currencies, Local Currencies & Country Currency Codes	[7]
Modes of Transport around the World, Development of World Transport Modes, Future trends in Intercontinental Transport.	[8]

Text Books

1. Burton, R. Travel Geography. Pitman Publishing, Marlow Essex.
2. Boniface B. & Cooper, C. Worldwide Destinations: The Geography of Travel & Tourism. Oxford Butterworth Heinemann, London

References:

1. C. Michael Hall & Stephen J. Page .The Geography of Tourism and Recreation-Environment, Place and Space. Third Edition, Routledge, London.
2. Travel Information Manual, IATA, Netherlands, 5. World Atlas
3. Hall, M ,Geography of Travel and Tourism, Routledge, London.

Note: Latest edition of text book and references must be used.

AAT-213 **Customer Services** **3-0-0-3**

Course Objective: It would entitle the students to learn and inculculate set of skills required for providing a qulity services to the customers.

Course Content

Who is a customer? internal customer, external customer Who is a service provider? Why are some service providers better than others? Who is a satisfied/ dissatisfied customer? What are the consequences of satisfied/ dissatisfied customers? [8]

What is Quality? What is customer satisfaction? What is customer delight? Standards of Customer Service. [7]

Key areas of customer care; The product or the service itself; Sales and promotion of the service After sales support to the customer, Organizational culture. [8]

Customer Feedback, feedback tools Converting Customer care philosophy into everyday action Developing customer trust and loyalty - online Grooming and Etiquette Telephone Handling Skills. [8]

Complaint Management, Transactional Analysis in Customer Care, Customer care in airlines, Customer care in hotels, Case studies and Role Plays. [8]

Text Books

1. Bhatia A.K. International Tourism Management, Sterling Publishers, New Delhi.

References:

1. **V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy, and Tools, Springer Publications, Heidelberg New York Dordrecht London.**
2. Francis Buttler, Customer Relationship Management: Concepts and Tools, Taylor & Francis, ebook.

Note: Latest edition of text book and references must be used.

AAT-223 **Tourism Management** **3-0-0-3**

Course Objective: The course would provide the knowledge of management aspects linked to tourism and would enlightened the students know-how about different dimensions of tourism organisations .

Course Content

Introduction- Definition of management concept-Development of management-managerial skills of tourism-management of tourism-components of tourism accommodation-attractions-accessibility-management of environment. [8]

Management of tourism marketing-segmentation-marketing mix-tour pricing- types of demand and supply and marketing research. [7]

Nature and classification of tourism- Basic nature of tourism, Nature of tourism: Leiper's Model, Tourist Generating Regions (TGR), Transit Regions (TR) ,Tourism Destination Regions (TDR), Varied benefits of tourism, Indian concept of classification of tours/tourism. [8]

Tourism planning- Need for tourism planning, Essentials of planning, Eight point planning process, Aims of tourism planning, Significance of planning. [7]

Infrastructure of tourism management- Structural components, Important tourist services, The seasonal character of tourism, Suggestions for improvement of tourism, Tourism organisational set up in india- Structure of department of tourism, NTO & its Functions [9]

Text Books

1. Dasgupta, Devashish (2010). Tourism Marketing. New Delhi: Pearson Education. (L)
2. Chowdhary, Nimit and Prakash, Monika (2005). A Textbook of Marketing of Services. New Delhi: Macmillan India Limited. (L)

References:

1. Douglas Pearce , Tourism Today - A Geographical Analysis - Longman Group vk Ltd.
2. Pran Seth , Successful Tourism Management, Sterling Publishers Pvt., Ltd..
3. A.K. Bhatia, Tourism Development.- Principles and Practices. Sterling Publishers Pvt.,Ltd

Note: Latest edition of text book and references must be used.

AAT-233	Business Accounting	3-0-0-3
Course Objective: To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.		
Course Content		
	Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only).	[12]
	Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self-balancing ledgers vs. sectional balancing ledgers.	[8]
	Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance.	[8]
	Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment.	[11]
SUGGESTED TEXT BOOKS		
1.	Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.	
2.	Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.	
SUGGESTED REFERENCE BOOKS		
1.	Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.	
2.	Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.	
3.	Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.	
4.	Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.	
5.	Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.	
Note: Latest edition of text book and references must be used.		

	Foreign Language – I	**3-0-0-3**
	Offered by School of Liberal Arts	

MDC 003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:

iii) Cultural Basics of our Environmental Crisis:
iv) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:

iii) What has posterity ever done for me?
iv) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides.

Suggested Case Studies:

iv) The tragedy of commons:
v) We all live in Bhopal
vi) The Silent Spring; [06]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

iv) Earth the Crowded Planet
v) Famine Affluence and morality
vi) The world food supply [06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.

Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it. [06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

f. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
g. **Science and Engineering Issues**: Organic farming, Renewable energy.
h. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
i. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
j. Judicial activism [11]

Field Trip & Report writing: (Any one of the following)

vi) Visit to renewable energy site [04]

vii) Visit to biodiversity park
viii) Workshop on sustainable fashion
ix) Shekhawati and its environment
x) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

Text Books

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001)
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004)

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015)
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986)
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973)
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987)
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992)
7. Lester Brown, Christofer Favin, Sandra Postel, Vision of a Sustainable World, The Worldwatch Reader, Ed Lester R. Brown New York (1991)
8. W.P. Pruden and S.H. Anderson, Environmental Sciences, Charles. E., Meredith Publication, NY, USA(1983)

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)

19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)

20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

	Mody University Elective	**3-0-0-3**
	Offered by different Schools of University	

BS 251	Production and Operations Management	3-0-0-3
Course Objective		
This course introduces the students to the theory and practice of production management as a functional area in the management of business enterprise.		
Course Content		
	Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting. **Plant Location and Utilities:** Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control.	[07]
	Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques.	[05]
	Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications.	[07]
	Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement- Time Study. **Quality Control:** Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle.	[20]
Text Books		
1.	Aswathappa. K & Bhat, Shridhar. K; *Production and Operations Management*, Himalaya Publishing House, New Delhi.	
2.	Heizer Jay and Render Barry,"*Production & Operations Management*", Pearson Edu.	
References:		
1.	Goel, B.S; *Production Operations Management*, Pragati Prakashan, Meerut.	
2.	Adam & Ebert; *Production and Operations Management*, PHI, New Delhi.	
3.	Buffa & Sarin; *Modern Production/Operation Management*, John Wiley & Sons, New Delhi.	
4.	*Production/Operations Management*, MS-53 (IGNOU), New Delhi	
5.	Chase R B, Aquilano N J , Jacobs F R and Agarwal N, "*Production & Operations Management Manufacturing and Services*", Tata McGraw Hill	
Note: Latest edition of text book and references must be used.		

AAT-204	Travel Agency and Tour Operations	3-0-0-3

Course Objective: The student should be able to understand the nature, structure and working of Travel Agency. Also the learner will be able to comprehend the range of services provided by them and, highlights the intricacies involved in tourist services.Recent trends and changes in travel agency and tour operations will help them to have updated knowledge.

Course Content

	Travel Retailing-Travel Agency & Tour Operations, Functions of a Travel Agency, Departments of Travel Agency Package Tours & its Components, Client Handling activities in Travel Agency.	[6]
	Itinerary Planning-Itinerary and its importance, Types of Itineraries, Factors to keep in mind while designing an Itinerary, Itineraries for Inbound and domestic tourists:- Golden triangle, Rajasthan tour, kerela tour Popular outbound Itineraries of Singapore, Malaysia, Thailand , Europe Tour, Australia Tour	[7]
	Package Tours-Package tour and its components, Practical components of a standard package tour Designing & Costing of a package tour	[6]
	Visas-Difference between Passport and Visa Types of Passport & Visa Preparing Visa cases Formalities required for Various Visas like:- Schenegen, Dubai and Far East	[6]
	Forex-Basic overview of FOREX Forex Terminology- TCs, Cash currency, BTQ, LERMS	[6]
	How To Set Up a Travel Agency -IATA Rules and Regulations. **CASE STUDY DISCUSSION** (Including the profile of the company, area of specialization, Tag Lines, CEOs and Top shots) Thomas Cook, La Passage to India, Travelguru.com, BTA, Star Cruises: Overview.	[8]

Text Books

1.	Chand, M. Travel Agency Management: An Introductory Text.Anmol Publications Pvt. Ltd., New Delhi.	
2.	S. K., & Mishra, J. M. Tourism: Principles and Practices. Oxford University Press.	

References:

1.	Goeldner, C. R., & Ritchie, J. B. Tourism principles, practices, philosophies. John Wiley & Sons.	
2.	Jafari, J. (Ed.). Encyclopedia of tourism. Routledge.	
3.	Holloway, J.C. The Business of Tourism, London: Person Education Limited.	

Note: Latest edition of text book and references must be used.

AAT-214	Organisational Behaviour	3-0-0-3
Course Objective : To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.		
	Introduction: Organisational Theories - Classical, Neo-classical and Contemporary. Organisational Behaviour: concepts, determinants, challenges and Formal and Informal structures; Flat and Tall structures. Opportunities of OB. Contributing disciplines of OB. Organizational Behaviour Models. **Individual Behaviour:** Personality- Type A and B, Big Five personality types, Factors influencing personality; **Values and Attitudes**- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes, measurement of attitude; **Learning** - Concept and Learning theories and reinforcement, Schedules of reinforcement; **Perception and Emotions**- Concept, Perceptual process, Importance, Factors influencing perception, perceptual errors and distortions, Emotional Intelligence.	[15]
	Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making. Nominal group technique and Delphi technique. Communication and Feedback, Models of Communication. Transactional Analysis, Johari Window.	[5]
	Motivation: Meaning and Importance of motivation, Theories- Vroom's Valence - Expectancy Theory, Intrinsic motivation by Ken Thomas .Behaviour modification, Motivation and organisational effectiveness, Measurement of motivation using standard questionnaire; **Leadership, Power and Conflict:** Concept and theories, Styles of leadership, Behavioural approach, Situational approach, Leadership effectiveness. Power and conflict. Bases of power, power tactics; Sources of conflict, Conflict Resolution Strategies.	[11]
	Dynamics of Organisational Behaviour: Organisational Culture and climate- Concept and determinants of organisational culture. Developing Organizational culture. Organisational change- Importance, Stability vs. Change, Proactive vs Reaction Change, Change Process, Managing Change. Individual and organisational factors to stress; Work Stressors, Consequences of stress on individual and organization; Prevention and Management of stress.	[8]
Text Books		
1.	Stephen P. Robbins, Timothy A. Judge, and Vohra Neharika, *"Organizational Behavior"*, 16th Edition, New Delhi, Pearson Education.	
2.	John W. Slocum and Don Hellriegel , Fundamentals of Organizational Behavior", 1st Edition, New Delhi, Thomson.	
References:		
1.	Fred Luthans , *"Organizational Behavior-An Evidence-Based Approach"*, 12th Edition, New Delhi, McGraw Hill.	
2.	Margie Parikh and Rajen Gupta, *"Organizational Behavior", 1st Edition,* New Delhi, McGraw Hill.	
3.	Udai Pareek and Sushama Khanna, "*Understanding Organizational Behavior"*, 3rd Edition, New Delhi, Oxford University Press.	
Note: Latest edition of text book and references must be used.		

AAT-224	Tourism Planning & Development	3-0-0-3
Course Objective: Having studied Tourism Planning and Development, the students will be able to describe theories of tourism planning and development. It will outline different approaches to tourism planning..It would describe the elements of a tourism policy model and how these elements are used to form a tourism policy for a destination.To outline the tourism planning process and different phases of that process. To analyze the tourism development of a destination.To explain different strategies of managing tourism growth.		
Course Content		
	Concepts of Tourism development policy, Definition & characteristics of policy, Principles of policy formulation, Levels of tourism development policy, Stakeholders in tourism development policy formulation.	[6]
	Concept of Tourism Development Planning, Definitions and Concepts of Tourism Planning, Principles of Tourism planning (meaning, objective, types, characteristics etc), Key Players in Tourism Development Planning.	[8]
	Stages of Tourism Development Planning: VMO (Vision, Mission & Objective Formulation), Survey of the existing situations, Analysis & Synthesis Of the existing situations, Plan formulation: developing strategies, Implementation, Monitoring and Evaluation.	[9]
	Considerations in Tourism Development Policy and Planning, Environmental Consideration, Economic Consideration, Community Consideration, Political Consideration, Institutional Consideration, Facilities Standard Consideration.	[9]
	Case Studies -Understanding the success and failure factors of different cases around the world.	[7]
Text Books		
1.	Gunn, C.Tourism Planning: Basic, Concepts and Cases, Cognizant Publication.	
2.	Swain, S.K. & Mishra, J.M.Tourism Principles & Practices. Oxford University Press, New Delhi.	
References:		
1.	Morgan, N, Pritchard, A &Pride, R. Destination Branding: Creating the Unique Proposition, Butterworth and Heinemann .	
2.	Butler, R.W. Tourism Area Life Cycle: Applications and Modifications, Channel View Publications.	
3.	Tang, C.H. & Jones, E.E. Tourism SMEs, Service Quality and Destination Competitiveness, CABI Publishing.	

AAT-234	Tourism Organizations	3-0-0-3
Course Objective: The course would provide the knowledge about the organisation structure of different tourism organisations, about their product & services and their working culture and environment.		
Course Content		
	Introduction To Luxury Railways Luxury Trains in India Royal Rajasthan on Wheels Golden Chariot Deccan Odessy	[8]
	Travel and Tourism Organizations IATA History, Growth and Development, IATA Goals, IATA Approval Membership UFTAA Introduction, Membership, Functions FHRAI Introduction, Membership, Functions.	[8]
	Travel Agency and Tour Operations Business Kuoni, Destination Management, Principle Services Offered Thomas Cook, Introduction, Principle Services Offered.	[8]
	Accommodation Sector Oberoi Hotels, Introduction, Activities of the Group , Oberoi/Philae Nile Cruiser, The Oberoi -New Delhi ,The Oberoi Vanyavilas-Ranthambore.	[8]
	Aviation Industry Jet Airways, Introduction Products and Services Kingfisher Airlines Introduction Products and Services	[7]
Text Books		
1.	Mohinder Chand. Travel Agency Management: An Introductory Text. New Delhi:Anmol Publications Pvt. Ltd.	
2.	Cook, R.A; Marqua, J & Yale, L.J. Tourism: The Business of Travel. New York: Pearson Education	
3.	Bhatia A.K. International Tourism Management, Sterling Publishers, New Delhi.	
References:		
1.	Fontgalland,B.De.The World Railway System. New York: Cambridge University Press	
2.	The Business of Tour Operations, London: Pitman.	
3.	Pender,L. Travel Trade and Transport. New York: Coninnum	
Note: Latest edition of text book and references must be used.		

	Foreign Language – I I	3-0-0-3
	Offered by School of Liberal Arts	

	Mody University Elective	3-0-0-3
	Offered by different Schools of University	

BS 252	**Business Ethics and Corporate Governance**	**3-0-0-3**

Course Objective

The main objective of this course is to provide students with the basic skills concerning business ethics, governance and corporate social responsibility. Additionally, students should understand the role of ethics, corporate responsibility and sustainability in business activities and evaluate business practices in these fields.

Course Content

	Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories **Indian Management Ethos** : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[12]
	Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
	Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders, Whistle- Blower Policies, Ombudsman.	[08]
	Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1.	Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.	
2.	Balasubramanian, N., "*Corporate Governance and Stewardship*", Tata McGrawHill, New Delhi	

References:

1.	Mallin, Christine A., *Corporate Governance (Indian Edition*), Oxford University Press, New Delhi.	
2.	S.A. Sherlekar, *Ethics in Management*, Himalaya Publishing House, 2009	
3.	Beeslory, Michel and Evens, *Corporate Social Responsibility*, Taylor and Francis,	
4.	Bob Tricker, *Corporate governance- Principles, policies and practices*, Oxford University Press.	
5.	W.H. Shaw, *Business Ethics*, Cengage Learning.	

Note: Latest edition of text book and references must be used.

AAT-305	Airlines Marketing	4-0-0-4
Course Objective: Upon completing this course students will have the skills to articulate latest airline industry marketing & commercial trends, evaluate the latest airline products and services, Integrate marketing strategy into all business decisions.		
Course Content		
	Industry trends and performance, Airline business models, e.g. network, low cost , The marketing planning process,The Marketing Mix (the 7 P's) , Promotional and PR activity.	[12]
	Brand and product management, Pricing, Revenue management, Channel strategy, Market segmentation, Targeting and Positioning, Customer focus and loyalty programs (FFP),The Social Media revolution.	[9]
	The evolution of technology and its impact in customer engagement and marketing methodologies,Developing marketing processes & strategies in alignment with organizational objectives, The current airline business environment and its impact on airline marketing.	1[2]
	Impact of technology on distribution and communication channels, best practices including social media,Market environment scanning & market research methodologies, Developing a marketing plan and strategy in a case study approach, how to satisfy the needs of target audiences.	1[0]
	How to create value for customers & communicate value to customers, Airline alliances & marketing: benefits & drawbacks, Practical strategies for managing your marketing plan efficiently.	[9]
Text Books		
1.	Stephen, Shaw. Airlines Marketing & Management, Ashgate (7th Ed.)	
References:		
1.	Rigas Doganis, Flying Off Course : Airlines Economics & Marketing, Routledge (5th Ed.)	
2.	**Philippe Malaval,Aerospace Marketing Management: A Handbook for the Entire Value Chain,Springer.**	
3.	**Birgit Kleymann. Managing Strategic Airline Alliances (Ashgate Studies in Aviation Economics and Management),Kindle.**	
Note: Latest edition of text book and references must be used.		

AAT-315	Airport Operations	4-0-0-4

Course Objective: This Operational Module provides a framework of the civil airport operation in a practical context and prepares you for the following modules. Gain insight into how the civil aviation operation has responded to technological change and increased threat perception, This is an intensive module that utilizes case studies, classroom discussions and lectures, requiring both a pre-course assignment as well as case study preparation.

Course Content

	Overview of the airline industry: link between Airline and transportation, Effects of technological developments and innovation on Airport operation, Effective management and leadership skills in the Airport business , The threat to civil airport, the way we are post-9/11. Threat assessment and risk management, Security management systems and culture, Passengers security, Cargo security, Security quality control .	[8]
	Standard envelopes for traffic documents: Use of Airlines Documents, Guidelines for Establishing Aircraft Ground Times, Common Use Terminal Equipment (CUTE) Systems, Aircraft Emergency Procedures, Aircraft/Airport Security Procedures, Quality Management System, Performing Airport Handling Quality Audit, E-Invoicing Standards	[8]
	Standard envelopes for traffic documents: Use of Airlines Documents, Guidelines for Establishing Aircraft Ground Times, Common Use Terminal Equipment (CUTE) Systems, Aircraft Emergency Procedures, Aircraft/Airport Security Procedures, Quality Management System, Performing Airport Handling Quality Audit, E-Invoicing Standards	[8]
	Facilitation and security and contingency planning: Passenger Handling , Class or Type of Fare , Denied Boarding Compensation, Inadmissible Passengers and Deportees, Items Removed from a Passenger's Possession by Security Personnel, Hold Loading of Duty-Free Goods , Dangerous Goods in Passenger Baggage : Fuelling with Passengers Onboard or During Embarkation/Disembarkation, Recommendations for the Handling of Passengers with Reduced Mobility (PRM), Acceptance and Carriage of Passengers with Reduced Mobility (PRM), Carriage of Passengers with Communicable Diseases, General Guidelines for Passenger Agents in Case of Suspected Communicable Disease.	[9]
	Baggage handling: Interline and On-Line Transfer Baggage, Baggage Theft and Pilferage Prevention, ULD, Baggage Codes for Identifying ULD Contents and/or Bulkloaded Baggage, Cargo/Mail Handling, Preparation for Loading of Cargo, Securing of Load, Collection of Sacks and Bags , Handling of Damaged Cargo, Handling of Pilfered Cargo , Handling Wet Cargo, Handling Perishable Cargo, Handling and Protection of Valuable Cargo , Handling and Stowage of Live Animals, Handling of Human Remains , Acceptance Standards for the Interchange of Transferred Unit Load Devices, Handling of Battery Operated Wheelchairs/Mobility AIDS as Checked Baggage, Handling, Mail Documents , Aircraft Documents Stowage, Special Load—Notification to Captain (General, Special Load—Notification to Captain , Special Load— Notification to Captain	[10]
	Cargo trends and forecasts: Cargo operations DGR,LAR, Aircraft Handling and Loading, Provision and Carriage of Loading Accessories, Tagging of Unit Load Devices , Storage of Unit Load Devices , Continued Airworthiness of Unit Load Devices , ULD Build-up and Breakdown , ULD Transportation , ULD Operations Training and Qualification, Operating of Aircraft Doors, Aircraft Ground, Stability—Tipping , Potable Water Servicing, Aircraft Toilet Servicing, Bulk Compartment Load Limitation Handling/Bulk Loading of Heavy Items, Handling and Loading of Big Overhang Items, LOAD CONTROL, Load Control , Terms and Definitions.	[9]

Text Books

1.	Rigas Doganis, Flying Off Course Routledge (4th Ed.)	
2.	Pearson Stephan Holloway,Straight and Level: Practical Airline Economics, Ashgate (2nd Ed.).	

AAT-325	Aviation Safety & Security	4-0-0-4
Course Objective: This advanced course introduces participants to the key tools to manage a performance-based safety & security management system. The processes examined are equally applicable to airline, airport, air traffic management and other aviation operations.		
Course Content		
	Current threats to the aviation industry, Aviation security regulations and the international organizations behind them, Airport access control for people and vehicles, Passenger, baggage, cargo, mail and catering security basics, Common airport and in-flight security measures for responding to threats.	[7]
	Implementing international and national security legislation-Learning AVSEC procedures and developing skills by practice, International aviation security regulations and strategies, Applying ICAO and IATA security manuals; Responding to major security emergencies- Utilizing a unique computerized gaming simulation software, Current and emerging threats, An introduction to terrorism and terrorist methods, Threat assessment and risk management, Contingency planning, Crisis management.	[11]
	Identifying and managing security risks, Assessing threats in reference to the most current trends,The legal framework of international aviation security, The concept and implementation of aviation security, Emergency planning and response, Integrating human factors into an organization, Building a security culture in non-security personnel, Communicating with stakeholders in counter security entities in emergency situations .	[7]
	ICAO SMS concepts refresher, Overview of safety management, Hazard and risk management- The full cycle of hazard identification, risk control and risk assurance, System Safety Deficiencies, The proactive way of identifying hazards though the operations process analysis, Issues relating to Human Factors and risk visibility ; ICAO requirements- State Safety Program (SSP), Safety Management System, Acceptable level of safety performance.	[8]
	SMS operation- Key appointments, structure and committees, Hazard management mechanisms, Data management, Change management, How risk culture and risk management can be implemented for daily line operations (ground and flight) ; Safety assurance- Safety assurance methodology, Acceptable level of safety performance, Performance Measurement, Continuous improvement , Strategic integration; The Cost of safety- Main business drivers for safety , Cost of safety , Resource needs	[11]
	Smart Security-Innovative lane configurations, Security scanners, advanced cabin baggage screening, risk based approaches ; benefits of smart security, passenger screening, cabin baggage screening,alternative detection methods and unpredictability, checkpoint environment & management, centralized image processing (CIP), risk based differentiation.	[8]
Text Books		
1.	Stephan Holloway , Straight and Level: Practical Airline Economics, Ashgate	
2.	IATA Foundation in Travel & Tourism Course e Textbook (5.16 Revised Edition).	
References:		
1.	OAG Schedules, Official Airline Guide , Dunstable ,UK.www.oag.com	
2.	Diana M. Stancu, AVSEC Conventions: beyond Chicago, until Beijing in Aviation Security International, Vol. 16, Issue 5 (pp. 11-13)	
3.	Robert W. Poole, Risk Based Aviation Security, Joint Transport Research Center.	
4.	K. Jack Riley, Air Travel Security Since 9/11, Rand Corporate Publication.	
Note: Latest edition of text book and references must be used.		

AAT-335	Cargo Operations	3-0-0-3
Course Objective: Growing international trade calls for an understanding of cargo management and related issues. Study of cargo management is apparent in today's scenario.		
Course Content		
	Growth and development of air transport industry and freight industry: Relevance and importance of cargo industry, Freedoms of air, Bermuda convention, Chicago Convention, Warsaw Convention Roles and functions of DGCA, IATA and ICAO & FIATAA.	[9]
	World geography: IATA 3 letter codes, time differences, calculations of transportation time/flying time. IATA airlines codes, country codes, city codes, currency codes etc.OAG Air cargo guides, TACT rates & rules.Air craft cargo configuration, capacity familiarization, limitations of weight and special loads.	[8]
	Packaging, marking, labelling: Packaging, marking and labelling of consignment, acceptance of cargo, Airway bill and its completion and valuation charge.	[8]
	Cargo rating: Rating of Published tariff-Air Cargo, G.C.R., S.C.R, C.C.R.	[7]
	Unpublished rate: Construction of Unpublished tariff -ADD ON and LCP rate structures.	[7]
Text Books		
1.	Michael Sales, (2013) The Air Logistics Handbook: Air Freight and the Global Supply Chain,Paperback (2nd Ed.)	
References:		
1.	Travel Industry - Chunk, James and Dexter	
2.	OAG and the Air Cargo Tariff both Red and Green	
Note: Latest edition of text book and references must be used.		

AAT-345	**Airlines Operations**	**3-0-0-3**
Course Objective: The paper will help the students to know about the functions of airlines transportation system in the world vis-à-vis India.		
Course Content		
	Air Transport: Types of Airlines, Types of Airport & Its Facilities and Services, Inflight Services, Prohibition of Dangerous Goods, Safety Measures for Aircraft and Airport, ICAO and Its Freedom of Air, Director General of Civil Aviation (DGCA) & its Roles and Functions and Airports Authority of India(AAI) &Its Roles and Functions.	[7]
	Airport terminals, Departure formalities , Transit Areas, Arrival formalities, Fast travel.	[6]
	Airlines Product & Services : Airline Alliance Networks, Airline loyalty programs, Alliances & Frequent Flyer Programs, Cabin Classes , Booking Class Codes, Aircraft Seat Configuration & Seat Assignment, Cartegories of Special Passengers types, Special Meals, Wheelchairs, Pre-flight & In-flight product & services , Ancillaries , Baggage Allowance.	[7]
	Interpreting flight timetable : Sources of flight schedule information, Types of Aircrafts, Online Web based Timetables, Timetables displayed in a GDS, Phonetic Alphabet.	[6]
	Industry Codes, Terminology & Definitions, Two character airline codes, transmitting reservation information to airlines, service information field, miscellaneous abbreviations.	[6]
	International Air Transport Regulations, Warsaw Convention, Montreal Convention,Chicago Convention & ICAO, bilateral agreements.	[7]
Text Books		
1.	Bhatia A.K. (2011), International Tourism Management, Sterling Publishers, New Delhi.	
2.	Mohinder Chand (2007) Travel Agency Management: An Introductory Text. New Delhi:Anmol Publications Pvt. Ltd.	
3.	IATA Foundation in Travel & Tourism Course e Textbook (5.16 Revised Edition).	
References:		
1.	OAG Schedules, Official Airline Guide , Dunstable ,UK.www.oag.com	
2.	Cook, R.A; Marqua, J & Yale , L. J.(2006). Tourism: The Business of Travel. New York: Pearson Education.	
3.	Travel Information Manual, IATA, Netherlands, 2012. 5. World Atlas.	
Note: Latest edition of text book and references must be used.		

Syllabus

MBA (Integrated)
(w.e.f. 2017)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

Programme: Dual Degree (BBA)-(MBA)

Programme Level: Undergraduate **Duration:** Five Years (Ten Semesters)

Curriculum Structure (2016-17 onwards)
First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	EL 101	Foundation Course in English	2	-	-	2	3	25	25	50
	BM 121	Principles of Management	3	-	-	3	3	25	25	50
	FA 141	Financial Accounting	3	-	-	3	3	25	25	50
	EM 121	Microeconomics	3	-	-	3	3	25	25	50
	FA 111	Business Statistics	3	-	-	3	3	25	25	50
	CA 111	Fundamentals of Computers and Information Technology	3	-	-	3	3	25	25	50
	CA 141	Application Software Laboratory	-	-	4	2	4	25	25	50
	MDC 003	Environmental Science	3	1	-	4	3	25	25	50
		Sub Total	**20**	**1**	**4**	**23**				
	GE 103	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 162	Business Communication	3	-	-	3	3	25	25	50
	BM 132	Organisation Behaviour	3	-	-	3	3	25	25	50
	BM 152	Entrepreneurship Development	3	-	-	3	3	25	25	50
	EM 122	Macroeconomics	3	-	-	3	3	25	25	50
	FA 162	Cost Accounting for Managers	3	1	-	4	3	25	25	50
	CA 192	Database Management System	3	-	-	3	3	25	25	50
			18	**-**	**-**	**19**				
	GE 104	Proficiency (Non-Credit) #	-	-	-	1				

Curriculum Structure (2016-17 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	BM 231	Marketing Management-I	3	-	-	3	3	25	25	50
	BM 241	Human Resource Management-I	3	-	-	3	3	25	25	50
	BM 251	Business Regulatory Framework-I	3	-	-	3	3	25	25	50
	FA 241	Financial Management-I	3	-	-	3	3	25	25	50
	BM 261	Management Information System and Knowledge Management	3	-	-	3	3	25	25	50
	FA 211	Corporate Accounting	3	-	-	3	3	25	25	50
		Foreign Language-I ‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 203	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 232	Marketing Management-II	3	-	-	3	3	25	25	50
	BM 242	Human Resource Management-II	3	-	-	3	3	25	25	50
	BM 292	Business Regulatory Framework-II	3	-	-	3	3	25	25	50
	FA 242	Financial Management-II	3	-	-	3	3	25	25	50
	BM 262	Electronic Commerce	3	-	-	3	3	25	25	50
	FA 214	Basic of Taxation Laws	3	-	-	3	3	25	25	50
		Foreign Language-II ‡	3	-	-	3	3	25	25	50
		Sub Total	**21**	-	-	**21**				
	GE 204	Proficiency (Non-Credit) #	-	-	-	1				

‡ *Refer to the Foreign Languages section*
Note: *Each student shall undergo Internship of Six weeks during the break after Spring Semester of Second year in an approved organization.*

Curriculum Structure (2016-17 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	BM 331	International Business	3	-	-	3	3	25	25	50
	FA 361	Quantitative Analysis for Managerial Applications-I	3	-	-	3	3	25	25	50
	BM 381	Strategic Management	3	-	-	3	3	25	25	50
	BM 371	Retail Management	3	-	-	3	3	25	25	50
	BM 361	Introduction to Production and Operations Management	3	-	-	3	3	25	25	50
	FA 371	Business Mathematics	3	-	-	3	3	25	25	50
	BB 302	Internship**	-	-	-	6	-	100		
		Sub Total	**18**	**-**	**-**	**24**				
	GE 303	Proficiency (Non-Credit) #	-	-	-	1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hrs	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	BM 332	Business Environment	3	-	-	3	3	25	25	50
	FA 362	Quantitative Analysis for Managerial Applications-II	3	-	-	3	3	25	25	50
	BM 314	Services Marketing	3	-	-	3	3	25	25	50
	BM 392	Rural Marketing	3	-	-	3	3	25	25	50
	BM 324	Business Ethics and Values	3	-	-	3	3	25	25	50
	EM 292	Indian Financial System	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 306	Proficiency (Non-Credit) #	-	-	-	1				

Total Credits **126**

Evaluation of Proficiency will be based on the participation in co- curricular / extra-curricular activities.
**Course Work (CW) would include regularity, evaluation of assignments, surprise tests, etc.*
***Evaluation of Internship would comprise of Project Report and Viva-voce.*

COURSE DESCRIPTION & SUGGESTED READINGS
Dual Degree (BBA)-(MBA)
First Year (Autumn Semester)

EL 101 Foundation Course in English 2-0-0-2

Sentence Structure: Elements of a sentence (Subject, Verb, Object, Complement and adjunct). [4]

Transformation of Sentence Structure: Degrees of adjectives, Active and Passive Voice (statement, negative, interrogative and imperative), Direct and indirect narration (statement, negative, interrogative and imperative). [4]

Correct Usage of Language: Tenses (Present, Past and Future), Modals (can, could, will, would, shall, should, may, might, must, ought to, need) Phrasal verbs, Determiners (a, an, the, little, a little, few, a few, much, more, most). [6]

Writing Skills: Theme (Paragraph) writing, Letter (formal, informal, business letters) and application writing, report writing, résumé writing. [4]

Common Errors in Effective Communication: How to avoid common sentence–structural errors, vocabulary and pronunciation. [4]

Reading Comprehension: Efficient reading and note taking. [4]

Text Book:

1. Leech Geoffery: English Grammar for today, Longman, Delhi

References:

1. Hornby A.S.: A Guide to patterns and usage, Oxford University Press, Delhi
2. Murphy and Reynold: Essentials of English grammar, Cambridge University Press.
3. Wren & Martin: English Grammar & Composition, S.Chand & Co, Delhi
4. Quirk & Greenbaum: University English Grammar, Longman Publications
5. Sharma, R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi

BM 121 Principles of Management 3-0-0-3

Introduction: Concept, Nature, Process and Significance of Management, Coordination as essence of Management, Development of Management Thought- Classical, Neo-Classical, Behavioural, Systems and Contingency Approaches. [6]

Planning: Nature, Scope and Objectives of Planning, Types of Plans, Planning Process, Management By Objectives (MBO), Decision Making-Concept, Types, Process and Techniques. [7]

Organizing: Concept, Nature, Process and Significance, Span of Control, Departmentation, and Types of an Organization, Authority-Responsibility, Delegation and Decentralization, Formal and Informal Organization. [7]

Staffing: Concept, Nature and Importance of Staffing. [4]

Motivation and Leading: Nature and Importance of Motivation, Types of Motivation, Theories of Motivation-Maslow, Herzberg, X, Y and Z. Leadership Styles-Likert's System of Management, Tannenbaum and Schmidt Model and Managerial Grid. [9]

Controlling: Concept and Process of Controlling, Types of Control, Control Techniques, and Effective Control Systems. [6]

Text Book:

1. Mathew, M.J.; Management, Sheel Sons, Jaipur.

References:

1. Gupta, C.B.; Principles and Practice of Management, Mayoor Paperbacks, Jaipur
2. Harold, Koontz and Weihrich; Essentials of Management TMH, New Delhi
3. Scott, Thomas; Management Competing in the New Era, Tata McGraw Hill, New Delhi
4. Prasad, L.M.; Principles and Practices of Management, Sultan Chand and Sons, New Delhi

FA 141 Financial Accounting 3-0-0-3

Depreciation, Provisions and Reserves: Concept, Causes of Depreciation, Depreciation Accounting, Methods of recording Depreciation, Methods of providing Depreciation, Depreciation of different assets, Depreciation of Replacement Cost, Depreciation Policy as per Accounting Standard 4, Provisions and Reserves [6]

Final Accounts- Preparation of final accounts from Trial balance- Adjustment entries – Preparation of final accounts with adjustments [10]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers [7]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance [7]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal [4]

Joint Venture Accounts: Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment [5]

Text Book:

1. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur.

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc.
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand and Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced accounts, S.Chand & Co. New Delhi.
5. Compendium of Statement and Standards of Accounting: The Institute of Chartered Accountants of India, New Delhi
6. Maheshwari, S.N.: Advanced Accounting, Vikas Publishing House, Delhi
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi

EM 121 Microeconomics 3-0-0-3

Introduction: Meaning, nature and scope. Basic concepts of Economics—Equilibrium, Utility, Opportunity cost, Marginal and Incremental principles. [5]

Theory of Demand: Demand for a Product, Individual demand, Market demand, determinants of demand, Elasticity of demand and its determinants, Importance of elasticity of demand. [9]

Theory of Consumer Behaviour: Utility analysis, Indifference curve analysis. [7]

Theory of Production and Costs: Law of variable proportions, iso-quants, economic region and optimum factor combination, expansion path, returns to scale, internal and external economies, Ridge lines, Theory of cost in short run and long run, Revenue function. [9]

Theory of Firm and Market Organization: Pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly, kinked demand curve, and price leadership. [9]

Text Book:

1. Dwivedi D.N.: Pinciples of Economics, Vikas Publishing House, New Delhi.

References:

1. Koutsoyiannis A.: Modern Micro-economics, Macmillan New Delhi
2. Richard G. Lipsey: An introduction to positive Economics, ELBS, Oxford.
3. G. Stigler: The Theory of price; Prentice Hall Of India, New Delhi
4. Neils & Parker: The Essence of Business Economics, Prentice Hall Of India, New Delhi
5. Ferguson P.R.and Rothschild R. and Ferguson G. J.: Business Economics, Macmillan, Hampshire.
6. Ahuja H.L.: Business Economics; S.Chand & Company, New Delhi
7. Seth M.L.: Principles of Economics, Laxminarayan Agarwal, Educational Publishers, Agra
8. Jhingan M.L.: Micro Economic Theory, Vrinda Publications Pvt. Ltd., Delhi

FA 111 Business Statistics 3-0-0-3

Introduction to Statistics: Definition, scope, uses, misuses and limitations of statistics. Collection of primary and secondary data, approximation and accuracy, statistical errors. [3]

Classification and Tabulation of Data: Meaning and Characteristics, frequency distribution- simple and manifold tabulation, Graphs of Frequency Distribution and Curves, Ratio-scale graph. [4]

Measures of Central Tendency: Arithmetic Mean— simple and weighted, Partition values- Median (including Quartiles, Deciles and Percentiles), Mode, Geometric and Harmonic Means-simple and weighted. [9]

Measures of Dispersion: Absolute and Relative Measures of Dispersion— Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance. Moments, Skewness and measures, Kurtosis and measures. [7]

Analysis of Bivariate Data: Correlation-Meaning and Significance, Scatter diagram, Correlation graph, Karl Pearson's coefficient of linear correlation between two variables, Coefficient of correlation by Spearman's Rank Differences method and Concurrent Deviation method. [6]

Regression Analysis: Meaning and significance, Lines of Regression, Relationship between Correlation and Regression. [3]

Index Numbers: Meaning, types and uses, Methods of constructing Price and Quantity indices (Simple and Aggregate), Tests of Adequacy, Fisher's Ideal Index number, Chain-based index numbers, Base shifting, Splicing and Deflating, Problems in constructing index numbers, Consumer Price index. [7]

Text Book:

1. S.P.Gupta: Statistical Methods, Sultan Chand & Sons, Delhi

References:

1. Hooda, R.P.: Statistics for Business and Economics; Macmillan, New Delhi
2. Ya-Lun Chou: Statistical Analysis with Business and Economic Applications, Holt; Rinehart and Winster, New York.
3. Lewin and Rubin: Statistics for Management; Prentice-Hall of India, New Delhi.
4. Sancheti D.C. and Kapoor V.K.: Statistics (Theory, Methods & Application); Sultan Chand & Sons, New Delhi
5. Hoel & Jaessen: Basic Statistics for Business and Economics; John Willey and Sons, New York.
6. Sharma, Jain, Pareek: Business Statistics; Shivam Book House, Jaipur
7. Ranga, Gupta, Goyal, Bhatnagar, Soni: Business Statistics; Ajmera Book Company, Jaipur
8. Rajpurohit, Maheshwari, Sharma: Business Statistics; Ramesh Book Depot, Jaipur
9. Nagar, K.N.: Practical Problems in Statistics; Meenakshi Prakashan, Meerut

CA 111 Fundamentals of Computers and Information Technology 3-0-0-3

Computer Concepts: Definition, Block Diagram and Applications in Modern Society, History, Types and Generations. [3]

Functional Units of Computer Processing System: Hardware, CPU, Storage Devices and Media, VDU, Input/Output Devices, Data Communication Equipments, Information Concept and Processing-Data, Information, Knowledge and Wisdom. [8]

Data Representation: Representation of Data, Bits and Bytes, Number System, Binary, Octal, Hexadecimal, Conversions, Arithmetic Operations in Binary Numbers, ASCII and EBCDIC, BCD Character Sets. [6]

Software Concepts: Types of Software, Programming Language, Machine Language, Assembly Language, High Level Language, Generations of Language, Assembler, Interpreter, Compiler. [6]

Operating System: Functions, System Call, Interrupts, Concept of Resource Manager, Batch Processing, Multiprogramming, Multiprocessing, Time Sharing and Real Time System, MS-DOS, MS-Windows. [10]

Data Communication: The Basic Communication System, Data Transmission Modes-Simplex, Half Duplex, Full Duplex, LAN, MAN, WAN, Network Topologies. [6]

Text Book:

1. P.K. Sinha, " Fundamentals of Computers", BPB Publication, New Delhi

References

1. Peter Norton's, "Introduction to Computers", TMH, New Delhi
2. R. K Taxali, "PC Software for Windows", TMH, New Delhi
3. Coutrer, "Mastering Office 2000", BPB Publication, New Delhi
4. V.Rajaraman, "Introduction to Computer", PHI, New Delhi

CA 141 Application Software Laboratory 0-0-4-2

Assignments are based on the course CA 111 Fundamentals of Computers and Information Technology.

MDC003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:

i) Cultural Basics of our Environmental Crisis:

ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:

i) What has posterity ever done for me?

ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides.

Suggested Case Studies:

i) The tragedy of commons: [06]

ii) We all live in Bhopal
iii) The Silent Spring;

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:
i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply [06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.
Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it. [06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, [11]

management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies

d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?

e. **Judicial activism**

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

[04]

Text Books

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001)
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004)

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015)
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986)
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973)
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987)
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992)
7. Lester Brown, Christofer Favin, Sandra Postel, Vision of a Sustainable World, The Worldwatch Reader, Ed Lester R. Brown New York (1991)
8. W.P. Pruden and S.H. Anderson, Environmental Sciences, Charles. E., Meredith Publication, NY, USA(1983)

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times

Magazine, New York (1975)

14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

First Year (Spring Semester)

BM 162 Business Communication 3-0-0-3

Introduction: Basic forms of communication, Communication models and processes, Effective communication, Theories of communication, Audience analysis	[5]
Corporate Communication: Formal and Informal Communication networks, Grapevine, Miscommunication (Barriers), Improving Communication, Practices in Business Communication and Group discussions	[6]
Report Writing: Introduction to a proposal, Elements of a Report, Short report and formal report, Report Preparation and Presentation	[3]
Oral Presentation: Principles of oral presentations, Factors affecting presentation, Sales presentation, Training presentation, Conducting surveys, Speeches to motivate, Effective presentation skills and , Individual and group presentations	[8]
Non-Verbal Aspects of Communication: Body language, Kinesics, Proxemics, Para language	[3]
Effective Listening: Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars	[7]
Interviewing Skills: Appearing in interviews, Conducting interviews, Writing resume and Letter of Application, Mock interviews	[5]
Modern Forms of Communication: Fax, E-mail, Video-conferencing and their uses in business	[2]

Text Book:

1. Kaul, Business Communication, Prentice Hall, New Delhi.

References :

1. Gupta, C.B., Business Communication, Sulthan Chand & Sons, New Delhi.
2. Rajendra Pal and Korlhalli J.S., Essentials of Business Communication , Sultan Chand & Sons, New Delhi.
3. Nirmal Singh, Business Communication Principles, Methods and Techniques - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Sharma, R.C., and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Varinder Kumar and Bodh Raj, Business Communication, Kalyani Publishers, New Delhi.

BM 132 Organisation Behaviour 3-0-0-3

Introduction: Concept, Significance, Skills and Roles of OB in an organization, Disciplines contributing to OB. [4]

Individual and Group Dimensions: Personality, Perception, Motivation – Maslow's Theory, ERG Theory, Herzberg's Two Factor Theory, McClelland's Need Theory, Vroom's Expectancy Theory. [9]

Interpersonal and Group Dynamics: Johari window, Transactional Analysis, Concept of Group, Types of Group, Formal and Informal Group, Group Norms, Group cohesiveness, Stress Management. [9]

Leadership: Trait Theory, Situational Theory, Managerial Grid, Hersey Blenchard Theory, Fiedler's Contingency Theory. [6]

Managing Conflict: Concept, Reasons for Conflict. Intra-individual, Inter-personal and Group Conflicts. [5]

Managing Change: Factors of Organisational Change, Resistance to Change, Change Agents. [6]

Text Book:

1. Prasad, L.M. :Organisation Behavior; Sultan Chand & Sons, New Delhi.

References:

1. Stephen P.Robbins; Organisation Behavior; Prentice Hall India, New Delhi.
2. Luthans, Fred: Organisation Behavior; Tata McGraw Hill, New Delhi.
3. Khanka, S.S. :Organisation Behavior; Sultan Chand &Sons, New Delhi.
4. Moorhead Griffin; Organisation Behavior, Jaico Publishing House, Mumbai
5. Hershey, Blenchard, Johnson,: Management of Organization Behaviour, Pearson Education, New Delhi
6. Newstrom W.John and Devis Keith :Organisation Behavior, Tata McGraw Hill, New Delhi.

BM 152 **Entrepreneurship Development** **3-0-0-3**

Introduction: Entrepreneur—Definition, Types, Characteristics, Entrepreneurship—Concept, Characteristics, Process, Theories of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurship vs. Intrapreneurship, Women Entrepreneurship, Role of Entrepreneurs, Rural Entrepreneurship—Role and Prospects, [8]

Project Identification and Financial Analysis: Meaning of project, project identification, formulation, feasibility analysis, financial analysis-cost and revenue estimates, techniques of financial analysis. [8]

Entrepreneurship Development: Meaning, Objectives, Issues of Entrepreneurship Development Programmes (EDP), EDP Organisations—MDI, EDII, Industrial Sickness and Role of BIFR. [8]

Incentives and Subsidies: Need, Objectives, Schemes and Advantages, Institutional Finance to Entrepreneurs—SIDBI, NABARD, KVIC. [5]

Small-scale Industries: Concept, evolution, role, problems and prospects, policies governing small-scale industries, organizational structure, ownership pattern, export potential of small-scale industries. [10]

Text Books:

1. Desai, Vasant; Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, New Delhi
2. Gupta, C B. & Shrinivasan, N.P.; Entrepreneurship Development in India, Sultan Chand & Sons, New Delhi.

References:

1. Shrivastava, S.B.; A Practical guide to Industrial Entrepreneurs, Sultan Chand & Sons, New Delhi
2. Holt, David H., Entrepreneurship-New Venture Creation, Prentice Hall of India, New Delhi.
3. Ghosh, Biswanath; Entrepreneurial Development in India National Publishing House, Jaipur
4. Dr.Arun Kaulgod; Entrepreneurial Management, Vikas Publishing, New Delhi

EM 122 Macroeconomics 3-0-0-3

Introduction: Meaning, nature and scope, Importance of macroeconomics, Limitations of macroeconomics, Difference between micro and macroeconomics. [6]

National Income Accounting: Meaning of National Income and National Product, measurement of National Income, difficulties in the measurement of National Income, National Income as a measure of welfare and economic progress. [11]

Theory of Income and Employment: Classical theory of output and employment, Say's law of markets, Keynesian theory of income determination, determinants of Macro equilibrium with aggregate demand and aggregate supply functions under employment, Keynes' criticism of Say's law and classical theory of income and employment, Theory of multiplier. [14]

Business Cycles: Phases of business cycles, features of business cycles, theories of business cycles. [8]

Text Book:

1. Dwivedi D.N.: Pinciples of Economics, Vikas Publishing House, New Delhi.

References:

1. Jhingan, M.L.; Macro economic theory, HPH; Mumbai
2. Ahuja, H.L.; Macroeconomics; S.Chand &Co, New Delhi.
3. Seth, M.L.: Macroeconomics, Laxmi Narayan Agarwal Educational, Agra.
4. Vaish, M.C.: Macro Economic Theory, Vikas Publishing House, New Delhi.
5. Sethi, T.T: Monetary Economics, S.Chand & Company Ltd., New Delhi.

FA 162 Cost Accounting for Managers 3-1-0-4

Introduction to Cost Accounting: Meaning, Definition, Scope and uses of cost accounting, Difference between cost accounting and financial accounting, Cost concepts and classification of costs	[5]
Accounting for Material: Material control—Concept and techniques, Pricing of material issues, Treatment of material losses.	[6]
Accounting for Labour: Labour cost control procedures, Labour turnover, Idle time and overtime, Methods of wage payment—time and piece rates, Incentive schemes.	[6]
Accounting for Overheads: Classification and departmentalization, Absorption of overheads, Determination of overhead rates, Under and over absorption, and its treatment.	[7]
Methods of Cost Ascertainment:	
a. Unit costing	[3]
b. Job, Batch and Contract costing	[8]
c. Operating costing	[5]
d. Process Costing: Excluding interpersonal profit and equivalent production	[6]
Budgeting Control: Introduction, Importance of Budgeting techniques, Types of Budgets	[6]

Text Book:

1. Arora, M.N., Cost Accounting-Principles and Practice, Vikas Publishing Housing, New Delhi

References:

1. Jain, S.P., and Narang K.L., Cost Accounting, Kalyani, New Delhi.
2. Anthony Robert, Reece, et al, Principles of Management accounting, Richard D. Irwin Inc Illinois
3. Horngren, Charles, Foster and Datar, Cost Accounting-A Managerial Emphasis, Prentice-Hall of India, New Delhi.
4. Khan, M.Y., and Jain P.K., Management Accounting, Tata McGraw Hill.
5. Kaplan, R.S., and Atkinson A.A., Advanced Management Accounting, Prentice India International.
6. Tulsian, P.C., Practical Costing, Vikas Publishing House, New Delhi.
7. Maheshwari, S.N., Advanced problems and Solutions in Cost Accounting, Sultan Chand & Sons, New Delhi.
8. Jain, Khandelwal, Pareek, Cost Accounting, Ajmera Book Company, Jaipur
9. Oswal, Rajpurohit, Maheshwari, Modi, Cost Accounting, Ramesh Book Depot, Jaipur.
10. Bhattacharya, Principles & Practice of Cost Accounting, Prentice Hall of India, Delhi
11. Dutta, Cost Accounting: Principles & Practice, Pearson Education, Delhi
12.

CA 192 Database Management System 3-0-0-3

Introduction: Database and Database users, Characteristics of Database, Database systems, Data models, schemes and instances, DBMS architecture and data independence, Functions of DBA. [9]

File Organization Techniques: Types of files—Sequential files, Random files and Indexed Sequential files, Normalizations. [6]

Relational Model Concepts: DML, DDL, DCL, Query in RDBMS, Relational constraint, relational algebra, Introduction to SQL, database design. [9]

Data Normalization: Functional Dependencies, normal form based on primary key (1NF, 2NF, 3NF and BCNF), Security—Data base security, recovery, and authorization. [10]

Advanced Concepts: Distributed database and Client server architecture, Data warehousing and Data mining, emerging database technologies and Applications. [5]

Text Book:

1. R Elmarsi & S B Navathe, "Fundamentals of Database Systems", Addison Wesley, New Delhi

References:

1. A Silberschatz, H Korth, S Sudershan, "Data Base Concepts", TMH, New Delhi
2. Bipin Desai, "An Introduction to Database Systems", Galgotia Publications, New Delhi
3. A K. Majumdar, P Battacharya, "Database Management System", TMH, New Delhi
4. Jim Melton, A Simon, "Understanding The New SQL- A Complete Guide", Morgon Kaufmann Publishers, New Delhi

Second Year (Autumn Semester)

BM 231 Marketing Management-I 3-0-0-3

Introduction: Nature and Scope of Marketing, Importance of Marketing, The Marketing Concept, Selling vs. Marketing, Marketing Mix. [7]

Marketing Environment: Micro-Environment, Macro-Environment—Demographic, Economic, Natural, Technological, Politico-Legal and Socio-Cultural Environments, Indian Marketing Environment. [7]

Buyer Behaviour and Market Segmentation: Factors influencing Buyer Behaviour, Buying Decision Process, Profile and Features of Indian Consumers, Market Segmentation- Meaning, Levels, Bases of Segmentation. [9]

Managing the Product: Product Planning, Product Mix, Deciding Product Policy, Product Line Decisions, Product Differentiation, Brand Equity, Packaging, Labelling, Concept of Product Life Cycle, New Product Development Process. [9]

Pricing: Pricing Objectives, Factors influencing Pricing, Types of Pricing, Pricing Procedure. [7]

Text Book:

1. Chhabra, T.N & Grover, S.K; Marketing Management, Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; Marketing Management, Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; Marketing Management, Mc Millan, New Delhi.
3. Shrivastava, P.K; Marketing Management, Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi.

BM 241 Human Resource Management-I 3-0-0-3

Introduction: Concept, Scope, Objectives and Environment of HRM, Personnel Management vs. HRM. [7]

Acquisition of Human Resource: Human Resource Planning, Job Analysis, Job Design, Recruitment Sources, Methods, Selection Process—Tests, Interviews. [9]

Training and Development: Need, Objectives, Methods of Training, Evaluation and Development Programmes. [8]

Performance Appraisal: Concept, Objectives, Techniques of Performance Appraisal and Limitations. [8]

Compensation and Benefits: Job Evaluation- Concept, Process, Significance, Components of Employee Compensation—Financial and non-financial. [7]

Text Book:

1. Rao, V.S.P.; Human Resource Management, Excel Books, New Delh

References:

1. Aswathappa; Human Resource Management, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B. and Gankar, S. V.; Personnel Management, Himalaya Publishing House, New Delhi.
4. Dessler, Gary; Human Resource Management, Pearson Education, New Delhi.

BM 251 Business Regulatory Framework-I 3-0-0-3

The Indian Contract Act, 1872: Nature of contract, classification, Offer and acceptance, Capacity of parties to contract, Free consent, Consideration, Legality of object, Agreements expressly declared void, Performance of contract, Discharge of contract, Remedies for breach of contract. [18]

Sale of Goods Act, 1930: Goods and their classification, Price, Conditions and Warranties, Transfer of Property, Rights of an Unpaid seller. [8]

Indian Partnership Act, 1932: Definition and nature of Partnership, Rights and Duties of a Partner, Dissolution of a Partnership. [6]

The Consumer Protection Act, 1986: Objectives and Scope of the Act, Definition of Consumer, Consumer Protection Council, Consumer Disputes Grievance Redressal Machinery—District Forum, State and National Commission. [7]

Text Book:

1. Kapoor, N.D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

References:

1. Kuchhal, M.C.; Business Law, Vikas Publishing House, New Delhi.
2. Mathew, M.J.; Principles and Practices of Commercial Law, RBSA Publisher, Jaipur.
3. Tulsian, P.C.; Business Law, Tata Mc Graw-Hill Publishing Company Ltd, New Delhi.
4. Singh, Avtar: Mercantile Law, Eastern Book Co., Lucknow.

FA 241 Financial Management-I 3-0-0-3

Financial Management: Meaning, Concept and objectives, Scope and functions, understanding markets and changing Environment of Business, Finance and other discipline. [4]

Financial Decisions: Long-term financing, Short-term Financing, Term Financing, Venture capital. [3]

Capital Structure: Theories—Net Income, Net Operating Income, Modigliani-Miller Approach and Traditional Approach, Determinants of Capital Structure. [10]

Financial Analysis through Leverages: Operating and financial leverages, their measure, Effects on profit, analyzing alternate financial plans, combined financial and operating leverages, Indifference point. [4]

Analysis of Financial Statements: Techniques of Financial Analysis, Ratio analysis, Funds-Flow Analysis, Cash Flow Analysis. [12]

Management of Working Capital: Nature and Significance of working capital, Operating cycle and factors determining Working Capital requirements, Estimation of Working Capital. [6]

Text Book:

1. Agarwal, M.R.: Financial Management; Garima Publication, Jaipur

References:

1. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
2. Van Horne J.C.: Fundamentals Of Financial Management; Prentice Hall of India, New Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi
4. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi
5. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
6. Brigham E.F., Gapenski L.C. and Ehrhardt M.C.: Financial Management: Theory and Practices; Harcourt College Publishers, Singapore.
7. Bhalla V.K.: Modern Working Capital Management; Anmol Publication New Delhi.
8. Agarwal & Agarwal: Financial Management; Ramesh Book Depot, Jaipur

BM 261 Management Information System and Knowledge Management 3-0-0-3

MIS and Concept of Management: Elements, Characteristics, Need, Objectives, Importance, Limitations of Management, Relationship between MIS and Computer, Role of MIS in the functions of Management. [8]

Information Concept: Classification and Levels of Information, Techniques of Data Collection, Quality aspect of Information, Value of Information, Relation between MIS and Information. [5]

Knowledge Management: Definition, Evolution, Types, Implication for Knowledge Management, challenges, KMSLC, Comparative studies between SDLC and Knowledge Management system development, Role of Knowledge developer. [8]

Decision Making: Decision Making Concepts, Rationality in Decision Making, Decision Support System, MIS as a technique for programmed decisions, Model of Decision Making, Methods, MIS and Role of Decision Making. [6]

Typical Information Systems: Marketing, Financial, Material, Production and Human Resource Management Information Systems. [6]

Development of MIS: Strategic and project planning for MIS, Conceptual System design, Detailed Design, Implementation, Evaluation and maintenance of MIS. [6]

Text Book:

1. Jawadekar, "Management Information System", TMH, New Delhi

References:

1. R G Murdick, J E Ross, J R Clagget, "Information Systems for Modern Management", PHI, New Delhi
2. Jawadekar, "Management Information System", TMH, New Delhi
3. Sadagopan, "Management Information System", PHI, New Delhi
4. Parker, Case, Thomas, "Management Information System: Strategies and Action", TMH, New Delhi
5. Elias M. Awad, "Knowledge Management", TMH, New Delhi
6. W. H. Inmon, "Building Data Warehousing", Wiley Publishing House, New Delhi
7. Han, Jiawei, Kamber, Michelinal, "Data Mining Concepts & Techniques", Harcourt India, New Delhi

FA 211 Corporate Accounting 3-0-0-3

Accounting for Share Capital: Issue, Forfeiture, Re-Issue of Equity Shares, Sweat Equity Shares, Employee Stock Option, Right shares and Bonus shares, Buyback of Equity shares, Issue and Redemption of Preference shares. [11]

Accounting for Loan Capital: Classes of Debentures, Difference between Share and Debenture, Issue and Redemption of Debentures. [9]

Final Accounts of Companies: Statement of Affairs and Statement of Profit and Loss including computation of managerial remuneration and disposal of profits. Forms of Balance Sheet, Profit prior to incorporation. [9]

Valuation of Goodwill of Companies: Need, Components, General Factors affecting Goodwill, Methods of Evaluation. [5]

Valuation of Shares: Need and Methods of Evaluation. [5]

Text Book:

1. Maheshwari S.N.: Corporate Accounting, Vikas Publishing House, New Delhi

References:

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irvin Inc
2. Gupta, R.L. and Radhaswamy, M: Advanced Accountancy; Sultan Chand & Sons, New Delhi
3. Monga, J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Backs, Noida
4. Shukla M.C., Grewal T.S., and Gupta S.C.: Advanced Accounts, S.Chand & Co. Delhi
5. S.N. Maheshwari: Advanced Accounting, Vikas Publishing House, Delhi
6. Jain, Khandelwal, Pareek: Financial Accounting; Ajmera Book Company, Jaipur
7. Tulsian, P.C.: Financial Accounting; Pearson Education, Delhi
8. Sehgal & Sehgal: Advanced Accountancy – I and II; Taxmann Publications, Delhi
9. Oswal, Agarwal, Modi, Surolia, Bhargava: Financial Accounting; Ramesh Book Depot, Jaipur

Second Year (Spring Semester)

BM 232 Marketing Management-II 3-0-0-3

Marketing Channels: Types of Channels, Channel Functions, Logistics and Physical Distributions- Objectives and Functional Areas of Physical Distribution, Physical Distribution in the Indian Context. [8]

Marketing Communication: Meaning and Importance, Communication Objectives, Effective Communication, Communication Process. [5]

Promotion Tools: Advertising- Meaning, Objectives, Types in Advertising decisions, Planning and evaluation of Advertising Campaign, Trends in Advertising in India, Personal Selling—Objectives, Functions and Principles, Public Relations—Importance and Methods, Direct Marketing, Sales Promotion. [11]

Marketing Research and Control: Need for Marketing Research, Marketing Research Process, Techniques, Need and Tools of Control. [10]

Marketing Challenges: Marketing in 21st Century, Impact of Globalization, Technological Advances, Deregulation of Marketing in India. [5]

Text Book:

1. Chhabra, T.N & Grover, S.K; Marketing Management, Dhanpat Rai & Co., New Delhi.

References:

1. Kotler, Philip & Keller; Marketing Management, Pearson Education, New Delhi.
2. Ramaswamy & Namakumari; Marketing Management, McMillan, New Delhi.
3. Shrivastava, P.K; Marketing Management, Shiva Publishers Distributor, Udaipur.
4. Marketing Management, AMK-1, (IGNOU), New Delhi

BM 242 Human Resource Management-II 3-0-0-3

Industrial Relations: Concept, Importance, Industrial Conflicts and Dispute Settlement Machinery. [6]

Trade Unions: Meaning, Importance of Unionship, Evolution of Trade Union Movement in India, Union Problems, Measures to strengthen Trade Union, Employee welfare and Social security measures. [9]

Collective Bargaining: Concept, Process, Pre-requisites of Collective Bargaining, Collective Bargaining vs. Negotiation Skills. [6]

Grievance Procedure and Discipline: Introduction, Objectives, Essential pre-requisites of Grievance procedure, Disciplinary procedure. [8]

Employee Participation: Objectives, Forms of Employee Participation. [5]

International HRM: Dimensions, Domestic HRM and International HRM, Basic steps in HRM, the expatriate problem. [5]

Text Book:

1. Rao, V.S.P.; Human Resource Management, Excel Books, New Delhi.

References:

1. Aswathappa; Human Resource Management, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; Human Resource Management and Industrial Relations, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B.and Gankar, S. V.; Personnel Management, Himalaya Publishing House, New Delhi.
4. Dessler Gary; Human Resource Management, Pearson Education, New Delhi.

BM 292 **Business Regulatory Framework-II** **3-0-0-3**

Negotiable Instruments Act, 1881: Essentials of a Negotiable Instrument, Kinds of Negotiable Instruments, Holder and Holder in Due Course, Negotiation by Endorsement, Crossing of a Cheque, Dishonor and Discharge of a Cheque. **[11]**

The Companies Act, 2013 (Basic Knowledge): Essential Characteristics of a Company, Types of Companies, Memorandum of Association, Articles of Association, Prospectus, Shares- Kinds, Allotment, Transfer and Purchase by a Company of its own shares, Protection of Minority Shareholders from Mismanagement and Oppression. **[12]**

Company Management: Appointment and Removal of Directors, Rights and Liabilities of Director, Meeting- Kinds of Meetings and Resolution. **[10]**

Foreign Exchange Management Act, 2000: Definition, Provisions, Authorized person, revocation of authorization Powers of Reserve Bank, Appeal, Appellate Tribunal, Directorate of Enforcement. **[6]**

Text Book:

1. Kapoor, N.D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

References:

2. Kuchhal, M.C.; Business Law, Vikas Publishing House, New Delhi

3. Mathew, M.J.; Principles and Practices of Commercial Law, RBSA Publisher, Jaipur.

4. Tulsian, P.C.; Business Law, Tata Mc Graw-Hill Publishing Company Ltd, 5. New Delhi.

6. Kapoor, N.D.; Elements of Company Law, Sultan Chand & Sons, New Delhi.

FA 242 Financial Management-II 3-0-0-3

Capital Budgeting: Nature of Investment decisions, Identifying relevant cash flows, cash flows vs. accounting profit investment, Evaluation criteria, Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, NPV and IRR comparison, Project selection under capital rationing. [10]

Cost of Capital: Significance of cost of capital, Calculating cost of debt, Preference shares, equity capital and retained earnings, Combined (weighted) cost of capital. [8]

Dividend Policy Decision: Dividend and Valuation Theories. [5]

Management of Cash: Introduction, objectives of cash management, motives for holding cash, Cash management techniques and models. [4]

Management of Receivables: Introduction, objectives, Credit policies Credit terms and collection policies. [4]

Management of Inventory: Introduction, objectives and techniques of inventory management. [4]

Marginal Costing and Managerial Techniques: Meaning, Difference between marginal costing and absorption costing method, Break Even Analysis (with Break even chart and Indifference point). [4]

Text Book:

1. Agarwal, M.R.: Financial Management; Garima Publication, Jaipur

References:

1. Van Horne J.C.: Financial Management And Policy; Prentice Hall of India, New Delhi.
2. Van Horne J.C.: Fundamentals of Financial Management; Prentice Hall of India, New Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management, Text and Problems; Tata McGraw Hill, New Delhi
4. Prasanna Chandra: Financial Management: Theory and Practices; Tata McGraw Hill, New Delhi
5. Pandey I.M.: Financial Management; Vikas Publishing House, New Delhi.
6. Brigham E.F., Gapenski L.C. and Ehrhardt M.C.: Financial Management: Theory and Practices; Harcourt College Publishers, Singapore.
7. Bhalla V.K.: Modern Working Capital Management; Anmol Publication New Delhi.
8. Agarwal & Agarwal: Financial Management; Ramesh Book Depot, Jaipur

BM 262 Electronic Commerce 3-0-0-3

Introduction to E-commerce: Meaning and concept, Need for E-commerce, Classification of E-commerce, Electronic vs. Traditional commerce, E-commerce and E-business, Business applications of E-commerce, E-commerce as an electronic trading System, Special features. [7]

Network Infrastructure and Protocol: LAN, Ethernet, WAN, Internet, TCP/IP, DNS, FTP, E-mail, WWW server, Web Browser, HTTP. [6]

Electronic Payment System: Introduction, Online Payment System, Prepaid electronic payment system, post paid electronic system, E-cheques, Debit and Credit Cards, Smart Cards, E-purses. Credit and legal risk of e-payment system. [6]

Website Design: Role of website in B2C E-commerce, website strategies and web-site design principles, Push and pull technologies, Alternative methods of customer communication. [6]

Business to Business E-Commerce: Need and alternative of B2B E-commerce, Technologies, EDI and paperless trading, EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, Features of EDI service arrangements, Internet-based EDI. [8]

Securing Network Transaction: Security policy, Procedures and practices, Transaction Security, Fireball, Cryptography Algorithm, Public Key Algorithm, Authentication Protocol, Digital Signature, Site Security, E-Mail Security. [6]

Text Book:

1. Bharat Bhasker, "Electronic Commerce", TMH, New Delhi

References:

1. David Whiteley, "E-Commerce", TMH, New Delhi
2. Chandra T N, R.K. Suri, Sanjiv Verma, "E-Commerce New Vistas for Business",Dhanpat Rai & Co., New Delhi
3. Jim A. Carter, "Developing E-Commerce Systems", PHI, New Delhi

FA 214 Basic of Taxation Laws 3-1-0-4

Basic Concepts: Definitions, Basis of Charge, Residential Status, Scope of Total Income - Exempted income	[4]
Heads Of Income: Income from Salaries, Income from House property, Income from Business or Profession, Capital gains, Income from other sources	[12]
Total Income: Deemed income, Set off and Carry forward of losses Deductions from Gross Total Income, Assessment of Individual, Tax Deducted at Source, E-filing of return.	[11]
Central Excise and Customs: (a) Nature and Scope of Central Excise, Important Terms and Definitions under the Central Excise Act and related rules, General Procedure, CENVAT.	
(b) Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act 1975 and the related Rules	[10]
Central Sales Tax Act, 1956 and VAT: (a)Important terms and definitions under Central Sales Tax Act, 1956—Nature and Scope of Central Sales Tax Act, Provisions relating to inter-state sales, Sales inside a State, Sale/Purchase in the course of Import and Export out of India.	
(b) Meaning and need of VAT and related rules	[10]
Service Tax: Formation and functions of DGST, Existing schemes for levy, assessment & collection of service tax and related rules	[05]

Text Books:

1. Ahuja Girish and Gupta Ravi: Practical approach to Income Tax, Wealth Tax and Central Sales Tax; Bharat Law House Pvt. Ltd., New Delhi.
2. Agarwal, Saini, Surolia: CST & RST; Ramesh Book Depot, Jaipur

References:

1. Central Excise Act.
2. Customs Act.
3. Central Sales Tax Act.
4. Patel, Chaudhary: CST & RST; Chaudhary Prakashan, Jaipur

Third Year (Autumn Semester)

BM 331 International Business 3-0-0-3

Introduction: Nature of International Business, Need to study, Drivers of IB, IB vs. Domestic Business, Routes of Globalization, Multinational Corporations. [6]

Theories of Global Trade and Investment: Foreign Trade Policies, Trade Theories, Foreign Direct Investment—Basic concepts, FDI in India. [7]

Politico-Legal, Technological and Cultural Environment of International Business:

Political Environment—Democracy, Totalitarianism, Political Risk.

Legal Environment—Systems of Law, International Disputes Resolution, Areas of Concern for MNCs.

Technological Environment—Features of Technology, Impact of Technology, Implications for MNCs, Issue of Technology Transfer.

Cultural Environment—Nature, Elements of Culture and their implications for IB. [11]

Economic Environment and International Financial Management: Income-wise classification of countries, Economic Systems, Trade Barriers.

International Financial Management— Nature, FOREX Management, Balance of Payments, International Financial Markets, Role of International Financial Institutions— IMF, WB. [10]

Major Regional Trading Institutions and Groups: WTO, SAARC, ASEAN, EU, OPEC. [5]

Text Book:

1. Aswathappa, K.; International Business, Tata McGraw Hill, New Delhi.

References:

1. Cherunilam, Francis; International Business; Prentice Hall India, New Delhi
2. Daniels, John D., Lee H. Radebaugh, Daniel P. Sullivan; International Business, Pearson Education, New Delhi.
3. Hill, Charles W. L.; International Business, Tata McGraw Hill, New Delhi.
4. International Business Environment: IBO-01 (IGNOU), New Delhi

FA 361 Quantitative Analysis for Managerial Applications-I 3-0-0-3

Quantitative Techniques: Scope and applications of quantitative techniques, Scientific approach to decision-making, Limitations. [2]

Probability: Probability as a concept, the three approaches to defining probability, Laws of Probability, Mathematical Expectation and Variance of a random variable, Bayes' Theorem. [10]

Probability Distributions: Probability distribution as a concept, Binomial, Poisson and Normal Distributions, their properties and parameters, applications in business. [14]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. [4]

Game Theory: Game models, Solution of 2 x n and m x 2 games, Use of linear programming and Graphical techniques. [5]

Decision Theory: Decision making under certainty, Uncertainty and Risk, pay-off table, Decision Tree analysis. [4]

Text Book:

1. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
3. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi
4. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

BM 381 **Strategic Management** **3-0-0-3**

Introduction: Concept of Strategy, Levels of Strategy, Strategy vs. Tactics, Role of Strategic Management in organisations, Benefits and Limitations of Strategic Management, Strategic Management Process, Vision, Mission and Objectives	[5]
Environmental Analysis: Characteristics and Components of Environment, External Environmental Sectors – Market, Technological, Supplier, Economic, Regulatory, Political, Socio-cultural and International, Organisational Appraisal, Strategic Advantages Profile (SAP), Environmental Threat and Opportunity Profile (ETOP), SWOT Analysis, Competitor Analysis	[10]
Corporate and Business-level Strategies: Grand Strategies – Stability, Expansion, Retrenchment and Combination Strategies, Porter's Generic Strategies – Cost Leadership, Differentiation and Focus	[12]
Strategic Analysis and Choice: Strategic Choice Process, Portfolio Analysis Techniques – BCG, GE, SPACE and Hofer's Matrices	[7]
Strategy Evaluation and Control: Importance of Strategic Evaluation, Participants and Barriers in Evaluation, Requirements for Effective Evaluation, Strategy Evaluation Process, Techniques of Strategic Evaluation and Control	[5]

Text Book:

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi

References:

1. Prasad, L. M., Strategic Management, Tata McGraw Hill, New Delhi.
2. Pearce & Robinson, Strategic Management-Formulation, Implementation and Control, Tata McGraw Hill, New Delhi.
3. Hitt, Ireland and Hokkinson, Strategic Management- Competitiveness & Globalisation, Southwestern –Thompson Learning, New York.
4. Pearce & Robinson Jr. II, Strategic Management, A.I.I.B.S Distributors, New Delhi.
5. Nanjundaiah, R. and Ramesh S., Strategic Planning & Business Policy, Himalaya Publishing House, New Delhi.

BM 371 Retail Management 3-0-0-3

Introduction to Retailing System: Concept, Characteristics, Functions, Advantages and Disadvantages of retailing system, Changes in Retailing business, Branding through Retailers, Consumption-related Megatrends, Drivers of Success in the Retail sector, Stock Turns, Credit Management	[8]
Retailing Patterns: Store-based Retailing – Form of Ownership and Merchandise offered, Non-Store Retailing – Direct Selling and Direct Response Marketing, Supply Chain Management.	[8]
Consumer Behaviour and Retail Store Location: Forces influencing Retail Consumer – Social, Technological and Competitive; Retail Store Location – Concept, Importance, Types and Factors affecting Location Decision	[8]
Retail Atmospherics: Exterior Atmospherics, Interior Atmospherics, Store Layout and Visual Merchandising	[8]
Retail Marketing Mix: e-tailing, Customer Service and People	[7]

Text Books:

1. Pradhan, Swapna; Retailing Management – Text and Cases; TMH, New Delhi.
2. Bajaj, Tuli and Srivastava; Retail Management; OUP, New Delhi.

References:

1. Sinha, P. K. and D. P. Uniyal; Managing Retailing; OUP, New Delhi.
2. Berman, Barry and Joel Evans; Retail Management; Pearson Education, New Delhi.
3. Diamond, Jay and GeraidPintel; Retailing; Prentice-Hall, NJ.
4. Levy, Michael & Barton A. Weitz; Retailing Management; Irwin, London.
5. Morgenstein, Melvin and HarriatStrongin; Modern Retailing; Prentice-Hall, NJ.

BM 361 Introduction to Production and Operations Management 3-0-0-3

Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting. [4]

Plant Location and Utilities: Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control. [3]

Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques. [5]

Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications. [7]

Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement- Time Study. [10]

Quality Control: Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle. [10]

Text Book:

1. Aswathappa. K & Bhat, Shridhar. K; Production and Operations Management, Himalaya Publishing House, New Delhi.

References:

1. Goel, B.S; Production Operations Management, Pragati Prakashan, Meerut.
2. Adam & Ebert; Production and Operations Management, PHI, New Delhi.
3. Buffa & Sarin; Modern Production/Operation Management, John Wiley & Sons, New Delhi.
4. Production/Operations Management, MS-53 (IGNOU), New Delhi

FA 371 Business Mathematics 3-0-0-3

Permutations and Combinations: Meaning and Applications. [3]

Sequences and Series: Arithmetic and Geometric Progressions. [3]

Matrix Algebra: Matrices, type of matrices and determinants, adjoint, transpose and Inverse of a matrix. Value of a determinant, Cramer's Rule and its applications, use of matrices in solution of equations. [7]

Functions: Linear, quadratic, exponential and logarithmic. [5]

Trigonometry: Elements of Trigonometry, Trigonometric ratios of sum and difference of angles, multiple angle, inverse trigonometric ratios. [6]

Differentiation: Using first principles, differentiation of sum, difference, product and division of function, chain rule of differentiation, Simple applications of differential coefficients, maxima and minima. [8]

Integration: Integration as an anti-derivative, methods of integration, use of standard formulae, Simple applications of integration. [7]

Text Book:

1. Kapoor V.K.: Business Mathematics, Sultan Chand & Sons, Delhi

References:

1. Allen R.G.D: Basic Mathematics; Macmillan, New Delhi
2. Dowling E.T.: Mathematics for Economics; Schaum Series, McGraw Hill, London
3. Loomba, Paul: Linear Programming, Tata McGraw Hill, New Delhi
4. Vohra N.D.: Quantitative Techniques in Management; Tata McGraw Hill, New Delhi
5. Soni R.S.: Business Mathematics, Pitamber Publishing House, New Delhi
6. Holden: Mathematics for Business and Economics; Macmillan India, New Delhi
7. Mehta & Madnani: Mathematics for Economists, Sultan Chand & Sons, Delhi
8. Mehta & Madnani: Basic Mathematics, Sultan Chand & Sons, Delhi

BB 302-Internship 0-0-0-6

Evaluation of Internship would comprise of project report and Viva-voce

Third Year (Spring Semester)

BM 332 Business Environment 3-0-0-3

Introduction: Nature and Significance of Environmental Analysis for Business Decisions. [2]

Dimensions of Business Environment: Economic, Technological, Socio-cultural, Political, Legal-Regulatory and Market Conditions, General and Specific Relevance of Environmental Conditions. [6]

Economic Environment: Economic Policy – An Overview, Changes in Government Policies since 1991, Impact of Liberalisation, Globalisation and Structural Reforms. Import-export Policy and its Domestic and International implications, Financial sector reforms. [7]

Technological Environment: Dynamics of Technological Environment, Challenge of Technology Upgradation, Impact of Foreign Investment and Foreign Collaboration. [6]

Socio-Cultural Environment: Demographic Profile, Class structure and Mobility, Rural-urban convergence, Changes in Consumption habits and life styles, Social Responsibilities of Business. [6]

Political Environment: Impact of competing Political Ideologies, Political Stability and Instability on Business activities, Business and Politics. [6]

Market Environment: Competitive conditions, Impact of entry of MNCs, Future of small-scale enterprises, Problems of Sick Industries and Remedies. [6]

Text Book:

1. Aswathappa, K., Essentials of Business Environment, Himalaya.

References:

1. Cherunilam, Francis, Business Environment, Himalaya Pub. House, 1996.
2. Ghosh, P.K., Business and Government, 1998, Sultan Chand, Delhi.
3. Devis, Keith, and Blomstrom, Robert L., Business and Society: Environment and Responsibility, 1975.
4. Ghosh, P.K. and Kapoor, G.K., Business Policy and Environment, 1998, Sultan Chand, Delhi.
5. Adhikary, M., Economic Environment of Business (latest ed.), Sultan Chand, Delhi.
6. Jalan, B., India's Economic Crises, 1991, Oxford Univ. Press, New Delhi.
7. Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.
8. Cherunilam, Francis, Business and Government, Himalaya.

FA 362 Quantitative Analysis for Managerial Applications - II 3-0-0-3

Linear Programming: Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method. [5]

Simplex Method: Simplex table, Conditions for application of simplex method, Solution to maximization and minimization problems including the Big M method. Duality in linear programming. [10]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. [7]

Assignment Model: Assignment problem as a variant of transportation problem, Methods of solving assignment problems. [7]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. [10]

Text Book:

1. Agarwal N.P.: Quantitative Techniques; Ramesh Book Depot, Jaipur

References:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill, Delhi
2. Kapoor V.K.: Operation Research, Sultan Chand & Sons, Delhi
3. Tulsian, Pandey: Quantitative Techniques; Pearson Education, Delhi
4. Khandelwal, Gupta: Quantitative Analysis for Decision Making; Ajmera Book Company, Jaipur

BM 314 **Services Marketing** **3-0-0-3**

Introduction: Concept, Nature and Types of Services, Goods v/s Services Marketing, Services Marketing Triangle.	[5]
Environment for Services Marketing: Macro and Micro Environments, Understanding Service Customers – Models of Service Consumer Behaviour, Customer Expectations and Perception, Service Quality and GAP Model.	[10]
Market Segmentation and Selection: Service Market Segmentation, Targeting and Positioning.	[5]
Services Marketing Mix: Need for Expanded Marketing Mix, Planning for Service Offer; Pricing, Promotion and Distribution of Services; Management of People, Process and Physical Evidence; Matching of Demand for and Supply of Services.	[10]
Service Marketing Applications: Marketing of Financial, Tourism, Health and Educational Services; International Marketing of Services and GATS.	[9]

Text Book:

1. Bhattacharya, C., Services Marketing, Excel Books, New Delhi.

References:

1. Hoffman, D. and J. E. G. Bateson; Essentials of Services Marketing, South-Western Cengage Learning, Ohio, USA.
2. Rao, K. R. M.; Services Marketing, Pearson, New Delhi.
3. Lovelock, C. H.; Service Marketing, Prentice Hall, New Jersey.
4. Payne, A., The Essence of Services Marketing, PHI, New Delhi.
5. Verma, H. V.; Services Marketing, Pearson, New Delhi.
6. Zeithaml, V. A. et al; Services Marketing, Tata McGraw Hill, New Delhi.

BM 392 Rural Marketing 3-0-0-3

Rural Marketing: Importance, Nature and Scope; Rural vs Urban Marketing; Definition of Rural Area	[5]
Understanding Rural Marketing Environment: Geographical, Economic, Socio-Cultural and Infrastructural Factors and their Influence on Marketing Operations	[6]
Rural Consumer: Characteristics, Attitudes and Behaviour; Buying Patterns and Influences; Segmenting Rural Markets	[6]
Rural Marketing Strategies: Product Planning for Rural Markets, Quality and Size; Packaging and Branding Decisions; Pricing Decisions	[6]
Promotion and Distribution in Rural Markets: Media and Copy Decisions; Distribution Channels and Logistics in Rural Markets	[7]
Marketing of Agricultural Products: Pricing and Distribution of Agricultural Products; Role of Government and Organisations in Marketing of Agricultural Products; Co-operative Marketing; Problems in Agricultural Marketing	[9]

Text Books:

1.Kashyap, P.: Rural Marketing; Pearson, New Delhi.
2.Krishnamacharyulu, C. S.: Rural Marketing – Text and Cases; Pearson, New Delhi.

References:

1. Dogra, B. and Ghuman, K.: Rural Marketing – Concepts and Practices; TMH, New Delhi.
2. Ramkishen, Y.: New Perspectives in Rural and Agricultural Marketing; Jaico Publishing House, New Delhi.
3. Rajagopal: Management of Rural Business; Wheeler Publications, New Delhi.
4. Neelameghan S.: Marketing in India: Cases and Readings; Vikas Publishing House, New Delhi.
5. Gopalaswamy T. P.: Rural Marketing; Wheeler Publishers, New Delhi.
6. Nayyar H. and Ramaswamy P.: Globalization and Agricultural Marketing; Rawat Publications, Jaipur.
7. Memoria C. B.: Agricultural Marketing; Himalaya Publishing House, New Delhi.
8. Sayulu, Kuchi: Rural Marketing in India; Anmol Publications, New Delhi.

BM 324 Business Ethics and Values 3-0-0-3

Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories	[04]
Indian Management Ethos : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[8]
Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders. Whistle- Blower Policies. Ombudsman	[8]
Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1. Corporate Governance and Stewardship by N Balasubramanian; Tata McGrawHill
2. Corporate Governance: Concept & Dimensions by Sanjiv Agarwal; Snow white Publications P. Ltd.

References :

1. Study Material ICSI
2. Guidance Note on Corporate Governance Certificate
3. Companies Act, 2013
4. Rules on Companies Act, 2013
5. Listing Agreement by SEBI

EM 292 Indian Financial System 3-0-0-3

Financial System- Meaning, Component of Financial System, Functions of Financial System. [3]

Legal Framework- : Ministry of Finance, Ministry of Commerce, Ministry of Corporate Affairs, Reserve Bank of India (RBI), Security and Exchange board of India (SEBI), Companies Act-2013, FEMA, FERA, Prevention of Money Laundering Act- 2002. [8]

Financial Institutions - Commercial Bank, Development Bank, Merchant Bank, Mutual Fund Companies, Insurance Companies. [8]

Financial Market & Instruments: Money market, Capital Market [10]

Stock Exchanges: NSE, BSE, MCX [04]

Financial Services: (Basic Knowledge): Merchant Banking, Factoring, Under writing, Credit rating, Investment advisor, Portfolio Management, Broker. [06]

Text Books

1. The Indian Financial System – Bharati V. Pathak.
2. Indian Financial System – M. Y. Khan.

References:

1. ICSI Study Material - Capital Markets and Securities Laws Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.
2. IDBI Annual Reports.
3. Sharma G.L. and Singh Y.P. (eds.): Contemporary Issues in Finance and Taxation; Academic Foundation, New Delhi.
4. Kapila Raj And Kapila Uma: Banking And Financial Reforms In India, Vol. I, II, III & IV, Academic Foundation, Delhi.
5. Saunders Anthony: Financial Institutions Management: A Modern Perspective; Irwin Publication, McGraw Hill Co., New York.
6. Madura Jeff: Financial Market And Institution; West Publishing Company, New York.
7. Srivastava, R.M.: Management of India Financial Institutions; Himalaya Publishing House, Mumbai

CURRICULUM
MBA (Integrated)

Fourth Year
Autumn Semester (Sem-VII)
Foundation Courses

	Course Title	Contact Hours
FC.20.501*	Principles of Management	12 hrs
FC.20.511	Introduction to Accounting	12 hrs
FC.20.521	Evolution of Indian Business	12 hrs

**Non-graded*

Each foundation course shall have 2 hours of session each day for six days. The courses shall not be part of the Grade Card.

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.501	**Business Communication**	2	1	2	4	3	30	20	50
MB.20.511	Managerial Economics	3	1	-	4	3	30	20	50
MB.20.521	Management Accounting	3	1	-	4	3	30	20	50
MB.20.531	Organizational Behavior	3	1	-	4	3	30	20	50
MB.20.541	Women Leadership and Business	3	1	-	4	3	30	20	50
MB.20.551	**Marketing Management**	3	1	-	4	3	30	20	50
MB.20.561	**IT Tools for Manager**	2	-	2	3	3	30	20	50
	Sub Total				**27**				

Fourth Year
Spring Semester (Sem - VIII)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW#	MTE	ETE
MB.20.502	**Business Research Methods**	3	1	-	4	3	30	20	50
MB.20.512	Financial Management	3	1	-	4	3	30	20	50
MB.20.522	Human Resource Management	3	1	-	4	3	30	20	50
MB.20.532	Operations Management	3	1	-	4	3	30	20	50
MB.20.542	Business Environment	3	1	-	4	3	30	20	50
MB.20.552	**Women Entrepreneurship**	3	1	-	4	3	30	20	50
MB.20.562	**Legal Aspects of Business**	3	1	-	4	3	30	20	50
	Sub Total				**28**				

#: ***Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test etc.***

MBA (Integrated)
Fifth Year
Autumn Semester (Sem – IX)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.603	**Strategic Management**	3	1	-	4	3	30	20	50
MB.20.613	Summer Internship Project**	-	-	-	3	-	-	-	100
Specialization-I	Elective – I	3	1	-	4	3	30	20	50
	Elective – II	3	1	-	4	3	30	20	50
	Elective – III	3	1	-	4	3	30	20	50
Specialization-II	Elective – I	3	1	-	4	3	30	20	50
	Elective – II	3	1	-	4	3	30	20	50
	Elective – III	3	1	-	4	3	30	20	50
	Sub Total				**31**				

Fifth Year
Spring Semester (Sem-X)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.604	**Business Ethics and Corporate Governance**	2	1	-	3	3	30	20	50
MB.20.614	Dissertation ##	-	-	-	3	-	-	-	100
Specialization-I	Elective - I	3	1	-	4	3	30	20	50
	Elective - II	3	1	-	4	3	30	20	50
	Elective - III	3	1	-	4	3	30	20	50
Specialization-II	Elective - I	3	1	-	4	3	30	20	50
	Elective - II	3	1	-	4	3	30	20	50
	Elective - III	3	1	-	4	3	30	20	50
	Sub Total				**30**				

Total Credits	**116**

Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test.

****: Summer Internship** duration shall be of 8 weeks. And evaluation pattern shall be – Report: 75% and Viva-Voce: 25%.

##: Dissertation shall spread over to two semesters i.e. III and IV. Evaluation is - 75% on report and 25% on Viva

Elective Areas

Finance

Course Code	Course Name
FM.20.603	Security Analysis and Portfolio Management
FM.20.613	Corporate Finance
FM.20.623	Banking and Insurance Management
FM.20.633	Financial Statement Analysis
FM.20.604	Financial Derivatives and Risk Management
FM.20.614	International Financial Management
FM.20.624	Financial Modeling
FM.20.634	Corporate Restructuring

Human Resource Management

Course Code	Course Name
HR.20.603	Organization Development Systems
HR.20.613	Talent Management
HR.20.623	Industrial Relations
HR.20.633	Human Resource Analytics
HR.20.604	Diversity and Inclusion
HR.20.614	Human Resource Development Systems
HR.20.624	Performance Management
HR.20.634	Compensation Management

Marketing

Course Code	Course Name
MM.20.603	Consumer Behavior
MM.20.613	B2B Marketing
MM.20.623	Marketing of Services
MM.20.633	Sales and Distribution Management
MM.20.643	International Marketing
MM.20.604	Integrated Marketing Communication
MM.20.614	Digital Marketing
MM.20.624	Rural Marketing
MM.20.634	Retail Management
MM.20.644	Strategic Brand Management

Business Economics

Course Code	Course Name
BE.20.603	Macroeconomic Theory and Policy
BE.20.613	Demand and Business Forecasting
BE.20.623	Money Banking and Finance
BE.20.604	International Business Economics
BE.20.614	Industrial Economics and Competitive Strategies
BE.20.624	Economics of Consumption

Social Sector Management

Course Code	Course Name
SM.20.603	Social Entrepreneurship
SM.20.613	Development Communications
SM.20.623	Business Strategies for Sustainability
SM.20.604	Management of Corporate Social Responsibility
SM.20.614	Management of Social Impact Institutions
SM.20.624	Social Impact Investment

Entrepreneurship and Family Business

Course Code	Course Name
EF.20.603	Entrepreneurship Theory and Practice
EF.20.613	Entrepreneurship and New Ventures
EF.20.623	Dynamics of Family Business Governance
EF.20.604	Management Tools for Entrepreneurs
EF.20.614	Project Formulation and Preparation
EF.20.624	Secrets of Success: Indian Family Business

FOURTH YEAR
AUTUMN
SEMESTER - VII

Business Communication

MB.20.501 **2-1-2-4**

Course Objective:

This course is designed to enhance the communication skills required in different business contexts through various interactive activities. This course will improve the student's self- confidence to express them in the professional business environment. This course will help and acquaint the participants with the basic concepts and techniques of communication, viz Listening, Speaking, Reading & Writing skills.

Course Contents

Effective Communication in Business: Importance and benefits, Components of communication, Forms of Communication, Communication process, Role of Verbal and Non-verbal symbols in communication, Barriers to effective communication, Overcoming communication barriers. **[5]**

Corporate Communication: Characteristics of oral communication, Principles and types of oral communication, Strategies to handle different communication, Professional communicator responsibilities, corporate communication and Public Relation, Role of social media in communication **[8]**

Forms of Communication in Written Mode: Planning and execution of messages, Writing reports, proposals and business plans, Drafting of notice, Agenda, Minutes and resolutions of meeting, Creating and delivering good presentations, Managing data and visuals. **[8]**

Business Etiquettes and Cross-cultural Communication: Introduction, Constituents of Etiquettes, Business Etiquettes and modern technology, Workplace culture, Communicating across different cultures, Culture and writing skills. **[6]**

Career Management and Technology: Introduction, Searching for talent, looking for Job, Planning for Job, Social Networking and Job search, Preparing for Resume, Cover Letter, Group Discussion and Interview, Technology in Business Communication. **[5]**

Storytelling for Business Success: Role of storytelling in businesses today, Methods of storytelling, Model of crafting an effective story, 7 C's of storytelling, Crafting participants' personal stories **[7]**

Text Books:

1. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), "Business Communication", 13th Edition, New Delhi: McGraw Hill Education.
2. Raman, M. and Singh, P. (2012), "Business Communication", 2nd Edition, New Delhi: Oxford University Press.

Reference Books

1. Chaturvedi, P.D. and Chaturvedi M. (2011), "Business Communication, Concepts: Cases and Applications, 2nd Edition, Pearson Education, India.
2. Mukerjee, H.S. (2013), "Business Communication", 2nd Edition, OUP India.

Managerial Economics

MB.20.511 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic Theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. While conducting this course importance is given to the complexity of decision making process emanating from evolutionary changes that have occurred in the business firms over time.

Course Contents

Nature and scope of Managerial Economics: Economics and optimization techniques- Introduction to Economics and Managerial Economics, theory of the firm and objectives of the firm; Nature and functions of profit; total, marginal and average relationships Optimization analysis- profit maximization through total revenue-total cost approach; profit maximization through marginal analysis. **[6]**

Demand Analysis, Demand Estimation and Demand Forecasting- Individual's demand, specification of the demand function, factors affecting demand Different concepts of elasticity and their measurement, relationship between price elasticity, total revenue and marginal revenue Use of elasticity in managerial decision-making, introduction of demand estimation Methods of demand estimation; use of regression analysis in demand estimation; demand forecast with qualitative and quantitative methods. **[8]**

Theory of production, cost concepts, cost functions and estimation- Production function; short run production function, law of diminishing returns; Production Function and Iso-quants and Iso-costs function; Optimal combination of inputs for minimizing cost ; long run production function and returns to scale; Type of costs; short run and long run cost functions, marginal costs, average costs ; Fixed and variable costs and estimation of cost functions; break-even analysis. **[12]**

Market Structure, Pricing Practices and Game Theory-What are different market structures; Pricing under perfect competition; assumptions, short run and long run equilibrium of the firm and market Determination of price; profit maximization; Pricing under Monopoly: pure and discrimination monopoly; Pricing determination under Monopolistic Competition; Pricing under Oligopoly and Duopoly; Game Theory and Strategic Behavior; Role of the Government in pricing. **[13]**

Text Books

1. Salvatore, D. (2014), "*Managerial Economics in a Global Economy*", 8th Edition, New Delhi: Thomson South-Western.
2. Samuelson, A.P. and Nardhas, W.D. (2010), "*Economics*", 19th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dholakia, R.H. and Oza, A.N. (2003), "*Microeconomics for Management Students*", New Delhi: Oxford University Press.
2. Gupta, G.S. (2003), "*Managerial Economics*", New Delhi: McGraw Hill Education.
3. Keat, P. and Banerjee, S. (2010), "*Managerial Economics: Economic Tools for Today's Decision Makers*", 6th Edition, New Delhi: Pearson Education.
4. Kreps, D.M. (2004), "*Microeconomics for Managers*", New Delhi: W.W. Norton and Company.

Management Accounting

MB.20.521 **3-1-0-4 (Contact hrs: 39)**

Course Objective

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Course Contents

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost, Materials, Labour and overheads and their allocation and apportionment, Preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting. **[4]**

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc. **[6]**

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc. **[8]**

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. **[8]**

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each. **[7]**

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing. **[6]**

Text Books

1. Horngren (2015), "Financial and Managerial Accounting", 5th Edition, New Delhi: Pearson Education.
2. Khan, M.Y. and Jain, P.K. (2103), "Management Accounting: Text, Problems and Cases", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Colin, D. (2005), "Management Accounting for Business", 3rd Edition, Thomson, India
2. Pandey, I.M. (2009), "Management Accounting", New Delhi: S. Chand and Sons.
3. Pauline, W. (2006), "Financial and Management Accounting", 7th Edition, Pearson Education.

Organizational Behavior

MB.20.531 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Contents

Introduction: Historical evolution of OB, Organizational structure, Management functions and roles, Developing an OB Model. **[4]**

Individual Behavior: Personality and values, Personality assessment instruments, Attitudes and job satisfaction, Perception and attribution, linking individual behavior to the workplace. Learning: Concept, Learning theories, Reinforcement, Administering reinforcement, Organizational behavior modification. **[9]**

Motivation: Definition and importance, early theories of motivation, Contemporary theories of motivation, Motivational tools in organization – Job characteristics model, Employee involvement, Rewards. **[7]**

Group Behavior: Concept of Groups, Stages of group development, Group properties, Group decision making, creating effective teams, turning individual into team players. Skills for Managing Teams: Communication, Conflict, Power and Influence, Emotional intelligence. **[8]**

Leadership: Concept, Leadership styles, Theories – Trait, Behavioral, Contingency; Finding and creating effective leaders. **[6]**

Managing Modern Organizations- Culture formation, Managing cross cultural differences, Innovation and learning organization. **[5]**

Text Books

1. Luthans, F. (2013), "Organizational Behavior-An Evidence-Based Approach", 12th Edition, New Delhi, McGraw Hill Education.
2. Robbins, S.P., Judge, T.A. and Vohra, N. (2017), "Organizational Behavior", 16th Edition, New Delhi, Pearson Education.

Reference Books

1. Newstrom, J.W. (2007), "Organizational Behavior-Human Behavior at Work", 12th Edition, New Delhi, McGraw Hill Education.
2. Pareek, U. and Khanna, S. (2011), "Understanding Organizational Behavior", 3rd Edition, New Delhi, Oxford University Press.
3. Parikh, M. and Gupta, R. (2010), "Organizational Behavior", McGraw Hill Education.

WOMEN LEADERSHIP AND BUSINESS

MB.20.541 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The primary objective of this course is to begin to uncover and understand the unique challenges, constraints, and opportunities that face women today as they ascend to leadership positions in organizations.
- A secondary objective of the course is to encourage students to think critically about the kinds of interpersonal, social, and cultural changes that are necessary to support women's advancement in positions of power and authority.

Course Contents

Women in Management: Current status of women leaders, Concepts of gender and leadership in Indian culture, Global gender perspectives in business, Confronting problems faced by women in organizations, Human resource management for gender diversity, Identity and social networking, Legal perspectives for women in India, Working women in emerging markets. **[6]**

Leadership: Concept, Leadership development for women, Leadership identity, Leadership assessment, Aligning leadership strategy and style with personal values and self-image, Personal brand in the workplace, Successful women leadership models abroad. **[6]**

Building Leadership Potential Self-awareness, Emotional intelligence, Leading and managing teams, Interpersonal skills, Conflict management, Managing and leading teams, Effective negotiations. **[8]**

Leadership Communication: Persuasion and argumentation, Thinking through a management situation, Presentation skills, Communication analytics. **[6]**

Developing a Leadership Style: Leading with authenticity, Strategies for implementing personal change, Leveraging talent in teams, Diversity inclusion, Coaching sessions in small groups. **[5]**

Managing in a digital age: Data Analytics, Digital Marketing, Identity and social networking **[3]**

Business Transformation: Bird's eye view of organizational functioning – Finance, Marketing, HR and Operations Management of systems - Entrepreneurial skills, Strategic leadership. **[5]**

Text Book:

1. Eagly, A. H., & Carli, L. L. (2007). Through the labyrinth: The truth about how women become leaders. Boston, MA: Harvard Business School Press.

Reference Book:

1. Northouse, P. G. (2016). Leadership: Theory and practice (7th ed). Thousand Oaks, CA: Sage.

Marketing Management

MB.20.551 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

In this comprehensive and practical introduction to marketing management, the learner will improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans.

Course Contents

Understanding Marketing Management: Defining marketing for new realities, the value of marketing, the scope of marketing, core marketing concepts, the new marketing realities. **[6]**

Developing Marketing Strategies and Plans: Marketing and customer value, the value delivery process, the value chain, core competencies, strategic marketing planning and process, building customer value, satisfaction, and loyalty. **[6]**

Conducting Marketing Research: The scope of marketing research, the marketing research process, measuring marketing productivity. **[5]**

Analyzing Consumer and Business Market: Consumer behaviour and factors influencing consumer behaviour, the buying decision process, organizational buying and participants. Organizational buying process and stages. **[6]**

Building Strong Brands: Identifying market segments and targeting, segmentation criteria, crafting the brand positioning, creating brand equity, managing brand equity. **[5]**

Creating value through product and pricing: Product characteristics, classifications and differentiation, product life cycle and marketing strategies, developing pricing strategies and programs. **[5]**

Designing and Managing Integrated Marketing Communication: the role of marketing communication, developing effective communication, managing the integrated marketing communication process, managing advertising, sales promotion, event & experience, and public relations. Managing digital communication – online, social media, and mobile. **[6]**

Text Books

1. Kotler, P. and Keller, K.L. (2016), "Marketing Management", 15th Edition, New Delhi: Pearson Education.
2. Saxena, Rajan. (2019), "Marketing Management", 6th Edition, McGraw Hill Education

Reference Books

1. Grewal, D. and Levi, M. "Marketing," 5th Edition, Chennai: McGraw Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "Marketing Moves: A New Approach to Profit Growth and Renewal", Boston: Harvard Business School Press.

IT Tools for Managers

MB.20.561 **2-0-2-3**

Course Objective:

In an increasingly complex world, information technology thinking, understanding, and skill are more important than ever. In this course participants are introduced to the fundamental concepts and with skills for proficiency in information system. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the information and data.

Course Contents

Introduction to IT tools and MIS: Systems, data and information and knowledge, Importance of IT tools like spreadsheet, MS-Excel, and MIS in the competitive business environment. Introduction to Information Systems Technology, Basic Excel skills, Using Excel functions and developing Spread Sheep Models. **[7]**

Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Database Management System, Networking, Systems and Application Software, IT's people view, empowering people through information. **[7]**

Managing change – the Indian paradigm. managing the digital divide, big data. Decision Making and Types of information systems, Management information systems, transactions processing systems, decisions support systems, expert systems, office automation systems and knowledge-based systems. **[8]**

Structured decision making, unstructured decision making and semi structured decision making, Information Systems Analysis & Design, Stages of SDLC, Feasibility study, systems study and systems design, Resource utilization, implementation, audit, operation, maintenance and modification, **[8]**

Functional Information Systems, Marketing, Finance, HR, Production/Operations information systems, Enterprise Resource Planning, Process Mapping, Implementation Management. **[9]**

Text Books

1. Albright, C.S., Winston, W.L. and Zappe, C. J (2009), "*Decision Making Using Microsoft Excel*", New Delhi: Cengage Learning.
2. Efraim, T., Dorothy, L., Ephraim, M., and James, W. (2010), "*Information Technology for Management: Transforming Organizations in the Digital Economy*", 7 Edition, New Delhi: John Wiley and Sons.

Reference Books

1. O'Brien, J.A. (2010), "*Management Information Systems: Managing Information Technology in the Business Enterprise*", 7 Edition, New Delhi: McGraw Hill Education.
2. Stair, R. (2008), "*Principles of Information System*", New Delhi: Cengage Learning.
3. Williams, B.K. and Sawyer, S.C. (2012), "*Latest Complete Version Using Information Technology: A Practical Introduction to Computers and Communications*", New Delhi: McGraw Hill Education.

FOURTH YEAR
SPRING
SEMESTER - VIII

Business Research Methods

MB.20.502 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. The students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem.

Course Contents

Introduction to Statistics: Origin, Nature and scope in business management, Data processing – Classification, Summarization, Tabulation of data – presentation (tabular and graphic) – Frequency distribution, Measures of central tendency - Arithmetic mean, Weighted mean, Geometric mean, Median, Mode, and Partition values – Quartiles, Deciles and Percentiles, Measures of dispersion - Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation **[6]**

Business Research: Nature of business research, Business research process, Ethics in business research, recent trends. **[4]**

Research Designs: Introduction and classification, Exploratory Research, Descriptive research, Causal research. **[4]**

Measurement and Scaling: Primary scales of measurement, Comparative scaling Techniques, Non-Comparative scaling techniques and Scale evaluation. **[5]**

Data Collection & Preparation: Primary data, Secondary data, Questionnaire and form design, Objectives, Design process. **[5]**

Sampling: Sampling design process, Classification of sampling techniques, Sample size determination. **[4]**

Data Analysis: Hypothesis meaning, Sources types - Parametric and non-parametric tests, Parametric test, T test, F Test and Z test, Non Parametric Test - U Test, Kruskal Wallis, Sign test, Discriminant analysis, Factor and cluster analysis. **[7]**

Report Writing & Presentation: Significance, Report writing- Steps, Layout, Presentation - Executive summary, Precautions, Norms for using tables, Charts and diagrams – Appendix, Index and Bibliography. **[4]**

Text Books

1. Bajpai, N. (2017), "*Business Research Methods*", 2nd Edition, New Delhi: Pearson Education.
2. Mishra, P. (2015), "*Business Research Methods*", New Delhi: Oxford University Press.

Reference Books

1. Bryman,A. and Bell, E. (2015), "*Business Research Methods*", 4th Edition, OUP New Delhi:
2. Cooper, D. R., Schindler, P.S., Sharma, J.K. (2015), "*Business Research Methods*", 11th Edition, New Delhi McGraw Hill Education.

Financial Management

MB.20.512 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The objective of this course is to develop a foundation of financial management concepts. This will enable the students to understand how corporations make investment & financing decisions. This course will help the students in understanding both the theoretical and practical role of financial management in business corporations.

Course Contents

Introduction to Finance: Financial markets, Financial institutions, Financial services, Financial instruments, Functions and goals of finance. ***Financial Management***: Nature, Scope, and Objectives of financial management, Time value of money, Risk and return. **[6]**

Capital Structure and Cost of Capital: Capital structure and leverage, Optimum capital structure, Measurement of specific costs, Computation of overall cost of capital **[9]**
Financing Decision: Long-term financing, Short-term financing, Term financing, Venture capital, Basics of lease financing.

Capital Budgeting: Principles, Techniques, Measurement and evaluation, Case study problems. **[9]**
Working Capital Management: Planning of working capital, Working capital financing and Inventory management.

Financial derivatives: Options, Futures, Forwards, Warrants, Hedging using derivatives. **[5]**

Dividend Policy Decision: Dividend and valuation, Determinants of dividend policy **[5]**

Behavioral Finance Investment Decision Cycle: Judgment under uncertainty, Utility/ Preference functions, Expected Utility Theory [EUT]. **[5]**

Text Books

1. Horne, V. (2008), "*Fundamentals of Financial Management*", 12 Edition, New Delhi: Pearson Education.
2. Lawerence, J.G., and Zutter, C.J. (2015), "*Principles of Managerial Finance*", 14 Edition, New Delhi: Pearson Education.

Reference Books

1. Brigham, E.F. (2014), "*Financial Management Theory and Practice*", 14 Edition, New Delhi: Cengage Learning.
2. Chandra, P. (2008), "*Financial Management*", 7 Edition, New Delhi: McGraw Hill Education.
3. Khan, M.Y. and Jain, P.K. (2005), "*Basic Financial Management*", 2 Edition, New Delhi: McGraw Hill Education.
4. Pandey, I.M. (2008), "*Financial Management*", 10 Edition, New Delhi: Vikas Publishing House.

Human Resource Management

MB.20.522 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
This course will help students to learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration. This course will also discuss how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, development etc) and organizational culture.

Course Contents

HRM: Meaning, Nature, Scope and functional area of HRM, Approaches to HRM- soft hard, Strategic HRM, Managing HR Function: Organizing the HR Unit, Line and Staff Relationship, Policies and Procedures, Planning HR activities, Controlling HR Function **[6]**

HRP: Concept of HRP, Objective, HRP Process, Strategic role of HRP Job Analysis, Job Description, Job Specification and Job Design, Recruitment: sources/ Methods, Selection - Steps in selection procedures, Interview (Structured/ Non-structured), Induction and Placement. **[9]**

Training and Development: Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing, Career management and Talent Management. Nature, objectives and process; **[6]**

Performance management: Methods of performance appraisal; Potential appraisal; Employee counseling - Concept and policies. **Compensation** - Base and supplementary compensation; Individual, group and organization incentive plans, Fringe benefits, Performance linked compensation, Employee stock option, Job evaluation. **[7]**

Employee health and safety: Employee welfare; Social security measures, Employer-employee relations- An overview; Grievance handling and redressal, Industrial disputes: Causes and settlement machineries, Trade Union- Nature, Trade Union Movement in India, Strategic choices before managers and unions and managing unions. **[6]**

Virtual Organizations and role of HR: Managing Employee Downsizing, Employee Empowerment and Worker's Participation in Management, Changing Role of HR in Global Scenario. **[5]**

Text Books

1. Ashwathappa, K. (2015), "*Human Resource Management*", 7 Edition, New Delhi: McGraw Hill Education.
2. Dessler, G. and Varkkey, B. (2017), "*Human Resource Management*", 15 Edition, New Delhi, Pearson Education.

Reference Books

1. Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2009), "*Human Resource Management*", 5 Edition, New Delhi: McGraw Hill Education.
2. Mondy, A.W. and Noe, R.M. (2016), "*Human Resource Management*", 14 Edition, New Delhi, Pearson Education.
3. Banfield, P. and Kay, R. (2009) "*Introduction to Human Resource Management*", New Delhi: Oxford University Press.

Operations Management

MB.20.532 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Operations management exists in diverse types of functions, industries, organizations, and management jobs. Operations managers range from first-level supervisors to senior vice- presidents, who use a variety of resources to systematically plan, design, manage, and improve systems that effectively accomplish the operations task. The challenge for operations managers is to produce products and deliver services in a way that is compatible with the business strategy of the company.

Course Contents

Understanding Operations: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. **[4]**

Operations Strategy: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement. **[6]**

Supply Network Management: Designing and managing supply networks, The design of services and products, Process Design, Process Analysis, Location, Layout and flow, The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design. **[8]**

Measuring Product Development Performance, Service Encounters, Structuring the Service Encounter, Service-System Design Matrix, Managing Capacity, Managing Demand, Inventory Management. **[8]**

Quality Management & Control: Quality Concept, Costs, Tools, Statistical Process Control, Process Capability, Operations Strategy, Lean Synchronization, : Process Analysis – Process utilization and capacity, impact of variability, Understanding Supply Chain Management. **[8]**

Quality Management & Control: JIT and Lean Production , Performance Management System, Design of Operating Systems, Managing Projects, Linking Behavior to Operations, Linking Finance to Operations. **[5]**

Text Books

1. Chase, R.B., Shankar, R. and Jacobs, F.R. (2015), "*Operations and Supply Chain Management*", 14Edition, New Delhi: McGraw Hill Education.
2. Heizer, J. and Render, B. (2015), "*Operations Management: Sustainability and Supply Chain Management*", 11 Edition, New Delhi: Pearson Education.

Reference Books

1. Bedi, K. (2013), "*Production and Operations Management*", 3 Edition, New Delhi: Oxford University Press.
2. Buffa, E.S. and Sarin, R.K. (2008), "*Modern Production/Operations Management*", New Delhi: John Wiley and Sons.
3. Chary, S.N. (2015), "*Production and Operations Management*", 5 Edition, New Delhi: McGraw Hill Education.

Business Environment

MB.20.542 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand the overall business environment and evaluate its various components in business decision making.
- To understand the real life situations vis-à-vis economic systems of India and other countries.
- To analyze the impact of economic reforms on different industries.
- Explore socio-cultural issues of the society that influence business decisions.
- To understand legal environment of business in order to comply with it.

Course Contents

Nature and Characteristics of Contemporary Business: Internal and external environmental factors, Environmental analysis and strategic management. **[4]**

Environmental Analysis and Forecasting: Environment scanning and its processes, Techniques for environmental forecasting, Benefits and limitations of environment forecasting. **[4]**

Anatomy of the Indian Economy: Economic system, Planning process, Trend in macroeconomic variables, Economic structure and the stage of development. **[12]**
Economic Policies: Determinants of National Income, Inflation, Fiscal policy, Monetary policy and Trade policy, Economic fluctuations.

Politico-legal Environment: Relationship between business and Government, Important business laws in India - Companies Act, Competition Law, FEMA, SEBI Act, and Consumer Protection Act. **[5]**

Impact of Culture and Values: Inter-relationship between business and society, Salient features of Indian culture and values and its impact on business, The stakeholder Model of business, Problems created by business, SA8000. **[5]**

Technological Environment: The contribution of technology, Integrating technology with Business, Technology transfer, Managing technology for development, Multinationals as source of technology. **[4]**

Economic Reforms in India: The New Economic Policy – Globalization, Exim policy, Banking policy and FDI policy, Reforms in capital market, Salient Features of WTO. **[5]**

Text Book:

1. Cherunilam Francis, Business Environment: Text & Cases, 17th revised edition, Himalaya Publishing House.

References Books:

1. AC Fernando, Business Environment (2011), Pearson Education.
2. Aswathappa K, Essentials of Business Environment (8th edition), Himalaya Publishing House.
3. Pailwar Veena Keshav, Economic Environment of Business (2009), PHI

Women Entrepreneurship

MB.20.552 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

Gender is a critical factor as it shapes our understanding of whom and what can be legitimately recognized as an entrepreneur. This course seeks to develop an understanding of a woman entrepreneur and the specific requirements and conditions that affect the same.

Course Contents

Woman Entrepreneur: Profile of women-owned businesses, Typology of female entrepreneurs, The Socio-economic context of female entrepreneurship - Labour market structure, occupational segregation, gender pay gap, work-life balance, workplace discrimination, glass ceiling effect, sexrole inventory, gender role expectations of society, stereotyping, perception towards female underperformance. **[8]**

Feminist approaches: Defining gender, Sensitivity and women, Role expectations for women, House work versus office/business work, Double roles of women, Role of women in family businesses, The 5M framework, Female networking, gender roles and activities, Resources- Access to entrepreneurial capital, Social capital, Human capital, Financing women owned businesses, Accessing finance, Challenges faced by women entrepreneurs, Venture capital funding for women. **[8]**

Entrepreneurship as empowerment: High technology entrepreneurship and women entrepreneurs, Science and technology enterprises, Gender and technology, Entrepreneurship, Gender and empowerment, Entrepreneurial opportunities for women, Motivating women entrepreneurs. **[7]**

Women entrepreneurs in India: Rural and urban, Roles, Education levels, Social roles and perception of women, Potential projects, Social entrepreneurship, Role of women in the economy, Role of women in the earning potential of a household, Reception of women entrepreneurs, Obstacles faced by women entrepreneurs, Needs of women entrepreneur, Efforts to increase women entrepreneurship in India, Programs for women entrepreneurs, Institutions engaged in promoting women entrepreneurship. **[10]**

Case studies of Women entrepreneurs. **[6]**

Text Books:

1. McAdam, M., Female Entrepreneurship, Routledge
2. Case Studies = Menon, S., Leading Ladies, Vol. I and II, Fortytwo Books, Mumbai.

References Books:

1. Lavanya, T., Women Empowerment through Entrepreneurship, New Century Publications
2. Kumar, Anil, Women Entrepreneurship in India, Regal Publications
3. Singh, A.K., Suguna, K. and Reedy, R.V.M, Women Entrepreneurship, Vol. I & II, Serials Publications
4. Guillen, M.F. , Women Entrepreneurship, Routledge
5. Kirpal, A., Women Entrepreneurs, Sage Publishers
6. Jauhari, V., Griffy-Brown, C., Women, Technology and Entrepreneurship, Reference Press

Legal Aspects of Business

MB.20.562 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To provide an overview of important laws those have a bearing on the conduct of business in India.
- To address current issues in the Corporate Tax, contracts, sales and labor law and assess the impact of these laws on business.
- To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.
- To understand electronic governance and electronic records and various modes of dispute resolution in business transactions.

Course Contents

The Indian Contract Act, 1872: Contract defined, Establishing the contract - Offer and acceptance, Essentials of a valid contract, Performance of contract, Breach of contract and its remedies, Contingent contract, Quasi contracts, Agency. **[6]**

The Companies Act, 2013: Major principles – Nature and types of companies, Formation - Memorandum and Articles of Association, Prospectus, Power, Duties and liabilities of directors, Winding up of companies, Corporate Governance. **[8]**

The Sale of Goods Act, 1930: Nature of contract of sale, Conditions and warranties, Transfer of ownership and delivery, Rights of unpaid seller and rights of buyer. **[5]**

Industrial laws: An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act, Minimum Wage Act. **[6]**

The Competition Act, 2002: Competition commission – aims and objectives, Major concepts, Prohibition of anti-competitive agreements, Prohibition of abuse of dominant position, Regulation of combination, Power of commission. **[5]**

Consumer Protection Act, 1986: Consumer and complainant, Consumer rights, Procedures for consumer grievances redressal, Types of consumer redressal forums. **[5]**

The Information Technology Act, 2000: Objectives, Acknowledgement and dispatch of electronic records, Digital signature, Duties of subscriber, Penalties and adjudication. **[4]**

Text Book:

1. Pathak Akhileshwar, Legal Aspects of Business, 6th Edition, McGraw Hill (India).

References Books:

1. Kapoor N.D., Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
2. Kumar Ravinder, Legal Aspects of Business, Third Edition (2013), Cengage (India).
3. Tulsian P.C. and Tulsian Bharat, Business Law.

FIFTH YEAR
AUTUMN
SEMESTER - IX

Strategic Management

MB.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course provides participants a general management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

Course Contents

Concept, Nature and Scope: Definitions of various strategic terms – Strategy, Corporate Strategy, Business Strategy, Operational Strategy Competitive Advantage and generic building blocks, Sustainable Competitive Advantage, Resources, Capabilities, Resource Based View of the Organization, core competency, distinctive competency, Mission, Visions, Goals, Objectives, Business Model Strategy Making Process: cursory concepts. **[7]**

External Analysis: Strategic Groups, Competitor Analysis: Porter's FFF, EFE (External Factor Analysis) Industry Life Cycle, PESTLED, CPM Matrix (Competitive Profile) Matrix Internal Analysis: Value Chain Concept and Analysis, IFE (Internal Factor Evaluation) Matrix SWOT, TOWS matrix, SPACE matrix. **[8]**

Competitive positioning and the business model: Competitive positioning and business- level strategy, Competitive positioning: Generic business level strategies, Dynamics of competitive positioning. Strategies in fragmented, embryonic, growth industries, Navigating through life cycle to maturity, Strategy in mature and declining industries, Game Theory. **[9]**

Corporate-level Strategy: Horizontal and Vertical Integration, Cooperative Relationships, Strategic Outsourcing, Related and Unrelated Diversification Strategy in the Global Environment: Porter's Diamond, Profitability and profit growth through global expansion, Cost reduction and local responsiveness pressures, choosing a global strategy, Basic entry decisions, Global strategic alliances, Mergers and Acquisitions Strategic Change and **[9]**

Turnaround Strategy: Change Management, Turnaround Strategy. Implementing Strategy through Organizational Design: Controls, Structure, Culture; Building Distinctive Competencies at the functional level implementing strategy in companies operating in single industry, across industries and countries Strategic Audit; Strategy Review, Evaluation and Control – Balanced Score Card. **[6]**

Text Books

1. Barney, J.A. and Hesterly, W.S. (2010), "*Strategic Management and Competitive Advantage*", 5th Edition, New Delhi: Pearson Education.
2. Pearce, J.A. II, Robinson, R.B. and Mittal, A. (2016), "*Strategic Management: Formulation, Implementation and Control*", 12th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dess, G.G., Lumpkin, G.T., Eisner, A.B., McNamara, G. and Kim, B. (2013), "*Strategic Management: Creating Competitive Advantages*", 6th Edition, New Delhi: McGraw Hill Education.
2. Hill, C.W.L., Schilling, M.A. and Jones, G.R. (2017), "*Strategic Management Theory: An Integrated Approach*", 12th Edition, New Delhi: Cengage Learning.

Summer Internship Project

MB.20.613 **0-0-0-3**

Course Objective:
The summer internship project is designed to engage the participants in a field experience with an opportunity to share their hands on experiences and corporate insights, to explore the links between participants' academic preparation and their field work, and to assist participants in developing and carrying out the summer project which will serve to culminate their corporate internship experience.

Internships are individualized and tailored to the needs and interests of each participant in the program. As part of the internship experience, participants are expected to take an active role in finding an appropriate internship for themselves.

Course Contents

Summer internship project is a three credit (full-time) course in which participants must enroll. Participants must maintain a journal of their daily activities and complete a paper analyzing their organizations' mission, structure, accomplishments, and current projects.

Duration: 8 weeks

The evaluation for this course will be determined as follows:

Evaluation pattern shall be – Report: 75% weight and Final Viva-Voce: 25%.

Statement on Academic Dishonesty
Academic dishonesty is defined to include any form of cheating and /or plagiarism. Cheating includes, but is not limited to, such acts as stealing or altering testing instruments; falsifying the identity of persons for any academic purpose; offering, giving, or receiving unauthorized assistance on an examination, quiz, or other written or oral material in a course; of falsifying information on any type of academic record. Plagiarism is the presentation of written or oral material in a manner which conceals the true source of documentary material, or the presentation of material which uses hypotheses, conclusions, evidence, data, or the like, in a way that the participant appears to have done work which she did not, in fact, do.

Security Analysis and Portfolio Management

FM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved.
- The course is designed with a view to acquaint the students with the working of security market and principles of security analysis
- To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Contents

Role of Security Markets in Economy: Organization and Mechanics of Indian Security Markets, Various Securities and their Characteristics, Objective of the Security Analysis Functions of an Organized Security Market, Mechanics of Security Trading, Various Types of Security Markets and their Functions. **[8]**

Stock Exchanges: OTCEI, Depository, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market, Risk and Return, Utility Theory, Portfolio Theory, CAPM, APT, Multi-factor Models, Options and Futures, Security Analysis. **[10]**

Fundamental Analysis: Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm, Pricing of Security (IPOs and Seasoned Equity Open), Financial Statement Analysis, Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factors, The Risk Factors, including Internal Risk, Technical Analysis of Security Pricing, Market Efficiency and Behavioral Finance. **[10]**

Portfolio Management: Portfolio Theory, Portfolio Criteria, Efficient Set, Portfolio Selection and Diversification, The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model), Portfolio Management, Portfolio Objective, Size of Portfolio, Selection Basis and Readjustment, Timings of Disinvestment, Market Microstructure. **[11]**

Text Books

1. Fischer, D.E. and Jordan, R.J. (2009), "*Security Analysis and Portfolio Management*", 6th Edition, New Delhi: Prentice Hall of India.
2. Prasanna, C. (2102), "*Investment Analysis and Portfolio Management*", 4th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Elton, E.J., Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2014), "*Modern Portfolio Theory and Investment Analysis*", 9th Edition, US: Wiley.
2. Marcus, A.J., Mohanty, P., Bodie, Z. and Kane, A. (2009), "*Investments*", 8th Edition, New Delhi: McGraw Hill Education.
3. Reilly, F.K. and Brown, K.C. (2011), "*Investment Analysis and Portfolio Management*", 10th Edition, Cengage Learning.

Corporate Finance

FM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques for analyzing corporate study and understanding.
- To assess and compare the mechanics of discounting cash flows and free cash flows under budgeting criteria.
- To understand the debt structuring for optimal capital structure.
- Evaluate the optimal capital structure and effect of leverage on capital structure.

Course Contents

Introduction to Corporate Finance: Finance function and the role of financial manager, impact of corporate governance on financial decision making; the goal of the firm. **[5]**

Valuation and Capital Budgeting: The analysis of discounted Cash Flow Valuation, FCFF evaluation criteria, EV and EVA valuation Making Capital Investment decisions, and mechanics of Interest Rates & Bond Valuation, duration, convexity and term structure of financial assets, Stock Valuation **[10]**

Risk : Risk & Return, Capital Asset & Pricing Model, Cost of Capital &Valuation **[7]**

Corporate Financing decision: Financial leverages and capital structure policy, Optimum capital structure: concepts, Limit to the use of debt. Long term financing: Leasing, Capital budgeting impact of inflation and taxes, Valuation and Capital Budgeting for the levered firm, Practical problems in capital budgeting, Capital investment decisions, dividend and other payouts. **[10]**

Long term financing: Leasing, hire purchase, factoring. **[7]**

Text Books

1. Damodran, A. (2014), "*Applied Corporate Finance*", 4th Edition, New Delhi: John Wiley and Sons.
2. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K. (2017), "*Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Berk, J. and DeMarzo, P. (2017), "*Corporate Finance*", 4th Edition, New Delhi: Pearson Education.
2. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P. (2014), "*Principles of Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.
3. Damodran, A. (2007), "*Corporate Finance: Theory and Practice*", 2nd Edition, New Delhi: John Wiley and Sons.

Banking Insurance and Management

FM.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to nurture the knowledge of operations of BFSI. With the advent of market oriented approach financial sector, mainly banking and Insurance face the challenge to continuously innovate and improve their products and services. This calls for excellence in the performance of operations of BFSI. This course provides detailed understandings of operations' of BFSI. This course designed to assist the students in understanding both the theoretical and practical of operations of BFSI.

Course Contents

Introduction to Financials Services: Meaning and concepts of banking, Functions of banks. Study on concepts, purposes and mechanism of Insurance, Principles of insurance, and types of insurance, essential feature of insurance contracts. Credit Management in Banks, Types of credit, Modes of credit delivery– Loan Policy, Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs. **[7]**

Treasury Management, Objectives of Treasury, structure & Organization, Functions and Responsibility of Treasurer, Cost Centre, Profit Centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS. **[7]**

BASEL Norms - Three pillars of BASEL Norms and Capital for Operational risk, Frame work for risk management, RBI guidelines on risk management , Risk rating and risk pricing , Methods for estimating capital requirements , Credit risk - standardized approach, advanced approach, Credit rating / credit scoring and rating system design. **[7]**

Product development in the life and non-life insurance sectors in India, Insurance Underwriting - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting. **[7]**

Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement, Insurance and Risk - significance of insurance and risk, Risk Management Process, role of risk evaluation in the process of insurance product formation, principles of insurance pricing and marketing, **[5]**

Elements in Computation of Life Assurance Premium –Mortality, Interest, Expenses, Level Premium System, Calculation of Age, Steps involved in calculation of premium, tools and techniques used in pricing individual life and health insurance. **[6]**

Text Books

1. Dorfman, M.S. (2012), "*Introduction to Risk Management and Insurance*", 10 Edition, New Delhi: Prentice Hall of India.
2. Indian Institute of Banking and Finance (2017), "*Theory & Practice of Treasury and Risk Management in Banks*", 2 Edition, New Delhi: Taxmann Publications.

Reference Book

1. Indian Institute of Banking and Finance (2015), "*Insurance Products (Including pension Products)*", New Delhi: Taxmann Publication

FINANCIAL STATEMENT ANALYSIS

FM.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- We will incorporate key elements that you have learned in your other classes and apply this knowledge systematically to analyses the financial statements.
- The students will understand how to use ratios to compare a firm to its competitors and to evaluate changes in ratios over time. You will also know how to use these ratios to help forecast the future.
- Evaluate a firm's financial performance through both quantitative and qualitative analyses
- Have a framework for linear forecasting future earnings and predicting the stock market's response to quarterly earnings announcements.

Course Contents

Understanding Financial Statements: Notes to financial statement, additional information in annual report segment reporting- full disclosure- management discussion and analysis, **[5]**

Statement of Cash Flows: Comparative statement-common size, vertical and horizontal analysis Overview of Financial Reporting. **[7]**

Financial Statement Analysis: Interpretation Liquidity and solvency analysis using financial statements- the dilemma of cause and effect- Prerequisites of an effective financial statement- case studies. Computation of ROI, PE Ratio, Profitability Ratio, Financial condition ratio operational and managerial efficiency. **[8]**

Tools for Financial Statement Analysis: solvency ratio- Dividend policy- Growth measure- Computation of CAGR, PEG ratio, Du Pont analysis. Financial, planning and strategy, **[8]**

Advance analysis in Financial Statement: Financial forecasting; exponential smoothing, stationary time series and their properties; random walk model; unit roots, tests of stationarity; financial forecasting with AR, MA and ARMA models, Box-Jenkins methodology for ARIMA models, **[11]**

Text Books:

1. Khan and Jain ; Financial management,6th edition, McGraw Hill (India).
2. Tsay.S.R; Analysis of Financial Time Series: Financial Econometrics, 3rd Edition, 2010, WSE, (US)

References Books:

1. Pandey.M.I ; Financial management; 11th Edition, 2018, Vikas Publication(India)
2. Wang.P; Financial Econometrics (Routledge Advanced Texts in Economics and Finance), 2008, Routledge (US)
3. Subramanyan.R.K, Wild.J.J; Financial Statement Analysis; 10th Edition, Mc Graw Hill (India)

Organization Development Systems

HR.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Students will learn how to improve individual, group/team and organizational performance through the use of OD techniques or interventions like group dynamics, training, culture change, and work-life balance.

Course Contents

Introduction: Leading Change – Why transformation efforts fail? **[2]**

Evolution and relevance of OD: Laboratory training background, Action research and survey feedback background, Participative management background, Productivity and quality of work background. **[4]**

Nature of Planned Change: Theories of planned change, General model of planned change, Types of planned change, designing intervention. **[4]**

The OD Process: Entering and contracting, Diagnosing organizations, Diagnosing groups and jobs, Collecting and analyzing diagnostic information, Feedback diagnostic information, Designing Interventions. **[6]**

Human Process Interventions: Executive coaching, Training and development, Team building, Conflict resolution, Improving interpersonal and intergroup relations. **[6]**

Techno Structural Interventions: Restructuring organization, Employee involvement, Work designs, Responsibility charting. **[5]**

Human Resource Management Interventions: Performance management, 360 degree feedback, Leadership development, Diversity management, Mentoring programs, Developing and assisting members. **[6]**

Strategic Interventions: Environmental framework, Competitive and collaborative strategies, Culture change, Learning and knowledge management. **[4]**

Special Applications of OD: OD in Global Setting, OD in non-industrial setting, Future directions in OD. **[2]**

Text Books:

1. Thomas G. Cummings and Christopher G. Worley (2015), *"Organization Development and Change"*, 10th Edition, New Delhi, Cengage Learning.
2. Bhattacharya Dipak Kumar (2014), *"Organization Change and Development"*, 1st Edition, New Delhi, Oxford University Press.

Reference Books:

1. Krishnamacharyulu CSK and Ramkrishnan Lalitha (2014), *"Organization Development"*, 1st Edition, New Delhi, PHI.
2. Wendell L. French, Cecil H. Bell, Robert A. Zawacki (2015), *"Organization Development and transformation-Managing Effective Change"*, New Delhi, Tata McGraw Hill.
3. Jim Grieves, (2010*), "Organizational Change-Themes & Issues"*, New Delhi, Oxford University Press.

Talent Management

HR.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of the course is to make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization. Students will develop a conceptual understanding of the management of talents in the competitive environment.

Course Contents

Introduction: Concept, Scope, Models/Approaches, Difference between talents and knowledge, Talent value chain, Elements of talent friendly organizations, Talent management process, Competitive advantage. **[5]**

Components of TMS: Challenges of TMS, Building blocks of TMS, Role of HR manager, Competency mapping, Process and Methods of competency mapping, Strategic performance appraisal, Designing the TMS. **[7]**

Talent Planning: Concept, Succession management process, Integrating succession planning and career planning, Designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent. **[8]**

Potential identification: Coaching, Mentoring, training and development with talent management, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system **[7]**

Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success **[7]**

Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India **[5]**

Text Books

1. Berger, L.A. and Berger, D.R. (2010), "*The Talent Management Hand Book*", 2nd Edition, New Delhi: McGraw Hill Education.
2. Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. (2008), "*Human Resource Management: Gaining a Competitive Advantage*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chowdhary, S. (2009), "*The Talent Era*", 1st Edition, New Delhi: Pearson Education.
2. Shukla, R. (2009), "*Talent Management*", 1st Edition, New Delhi: Global India Publications Pvt. Ltd.
3. Snell, S.A. and Bohlander, G.W. (2012), "*Managing Human Resources*", 16th Edition, New Delhi: Cengage Learning.

Industrial Relations

HR.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The aim of this course is to make participants conversant regarding conflict management in legal perspective and judicial system pertaining to labor management relations. Participants will be familiar with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes. This course also allows participants to view industrial relations within an international context as well as providing an insight into the workings of the Indian labour market.

Course Contents

Industrial relations: Definition – Nature - Evolution of IR in India - Context and environment of IR - Three actors and their roles in IR -Approaches to IR and HR Relations - Gandhian approach - Marxian approach and Dunlop's Systems approach. Emerging Trends in IR, Future of IR in India **[9]**

Role of trade unions: Trade union in India, National level federations, Goals and objectives of unions and union leadership, Weaknesses in trade unions, Types of trade unions, Theories of trade unionism, Cross cultural aspects of union management relations, Trade Union Act 1926 - An overview, Union recognition, De –unionization strategies. IR policies: The state and IR policies - Evolution of IR policies - National Commission on Labor and IR policy (1969). **[10]**

Grievance procedure: discipline - Labor courts - Collective bargaining: concept and development - Industrial unrest in India. Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes - Lockouts - Lay Off-Retrenchment - Unfair Labor Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling. **[10]**

Industrial Democracy: Concept and scope of industrial democracy, Worker's participation, Objectives for successful participation, Strategy, Practices, Behavioral science contribution and models, Rationale for participation, Issues in participation, Strategies for making participation work and making participation more effective. Labor legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen's Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965. International experiences, Emerging trends and Future role of IR. **[10]**

Text Books

1. Sinha, P.R.N., Sinha I.B. and Shekhar, S.P. (2013), "*Industrial Relations: Trade Unions and Labour Legislation*", 2nd Edition, New Delhi: Pearson Education.
2. VenkataRatnam, C.S. and Dhal, M. (2017), "*Industrial Relations*", 2nd Edition, New Delhi: Oxford University Press.

References Books

1. Bray, M., Deery, S., Walsh, J. and Waring, P. (2011), "*Industrial Relations*", 3rd Edition, New Delhi: McGraw Hill Education.
2. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012), "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi: McGraw Hill Education.

Human Resource Analytics

HR.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

To provide the students understanding of concepts, tools and techniques of HR Analytics that could be applied to make human resource management evidence based.

Course Contents

Introduction to HR Analytics: Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model. **[6]**

Creating Business Understanding for HR Initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics. **[8]**

Forecasting Budget Numbers for HR Costs: Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions. **[8]**

Predictive Modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning. **[5]**

Communicating with Data and Visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues. **[8]**

Predictive Modelling in HR: Logistic regression; Decision tree; Creating a policy on the basis of analytics. **[4]**

Text Book:

1. Bhattacharyya, Kumar, D. (2017), HR Analytics - Understanding Theories and Applications, Sage Publications India.

Reference Book:

1. Ramesh Soundararajan, Kuldeep Singh (2016), Winning on HR Analytics - Leveraging Data for Competitive Advantage, Sage Publications India.

Consumer Behavior

MM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course is offered as a marketing elective in the third semester. It helps students understand the behavior of consumers before and after purchase. The course helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions.

Course Contents

Introduction to consumer behavior: Nature and scope and application Segmentation Application of consumer behavior in marketing, Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques. **[7]**

Individual determinants: Consumer needs and motivation, Theories of personality and their implication for consumer, Behavior Consumer perception and attitude Theories of learning and communication **[7]**

Consumer decision processes: Problem recognition Search and evaluation Purchasing processes and post purchase behavior Opinion leadership and its dynamics, Modeling consumer behavior: Economic model-psychoanalytical model, sociological model, Howard Seth model-Nicosia model-Engel Blackwell model, VALS2. **[9]**

Consumers in their social and cultural settings: Group dynamics Reference groups and consumer behavior Influence of family and social class Influence of cultural and cross-cultural aspects of consumer behavior, Motivation – needs - goals- dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioral perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow's hierarchy of needs- Properties of motivation- Three main types of conflicts- Attitudes-definition beliefs- affect behavioral intention-attitude changing strategies- Elaboration Likelihood model and celebrity endorsements. **[9]**

Consumption and post purchase behavior: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process – Measuring customer satisfaction **[7]**

Text Books

1. Schiffman, K., Kanuk, L.L. and Kumar, S.R. (2015), "*Consumer Behavior*", 11th Edition, New Delhi: Pearson Education.
2. Hawkins, D.I., Motherbaugh, D.L. and Mookerjee, A. (2014), "*Consumer Behavior: Building Marketing Strategy*", New Delhi: McGraw Hill Education.

Reference Books

1. Chaudhuri, A. (2007), "*Emotion and Reason in Consumer Behavior*", New Delhi: Elsevier, Butterworth-Heinemann.
2. Lindquist, J.D. and Sirgy, M.J. (2009), "*Shopper, Buyer, and Consumer Behavior: Theory and Marketing Applications*", New Delhi: Biztantra Dreamtech Press.
3. Solomon, M.R. (2013), "*Consumer Behavior: Buying, Having, and Being*", 10th Edition, New Delhi: Prentice Hall of India.

B2B Marketing

MM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To analyze the process of developing and managing industrial products.
- To provide participants with an understanding on how the basic principles of marketing are applied to the B2B arena and where are the comparisons and contrasts with consumer marketing.

Course Contents

Nature, Scope and Challenges of Business Marketing: Differences between B2B Marketing and B2C Marketing, Challenges of B2B Marketing, Business Market Processes, Working Relationships and Business Networks. **[3]**

Business Customer's Buying Process and Behavior: Understanding Purchasing Orientation, The Concept of Buying Centre, Modeling Business Customer's Buying Behavior, Understanding the Buying Process, Evaluation of supplier Performance. **[3]**

Segmentation of business market: Identification of Relevant Bases of B2B Markets, Approaches to segmenting B2B, Segmenting B2B Customers in Mature Market, Cost-Benefit Analysis of segmentation decisions. **[4]**

High-tech Industrial product development and marketing: The growth of New-to-the World Technologies, Technology Forecasting, Technology Appraisal, Managing Technological Risk, Critical Issues Facing High – Tech Markets, The Future of Technology Commercialization. **[4]**

Managing Mature Industrial Products: Concepts of Market life Cycle, Key Concepts of Commoditization, Flexible Market Offerings. **[3]**

Pricing of Industrial Products: Relevant Cost for Pricing of Industrial Products, Factors Determining Industrial Buyer's Price – Sensitivity, Perceived Value Pricing model for Industrial Products, Competitive Bidding, Price Negotiations, Pricing OEM Manufacturer's Product, Lease Pricing, The Future: Pricing and the World Wide Web. **[4]**

Business –to–Business Distribution: Distinctive Aspects of Business–to–Business Channels, Business Customer's Channel Function Requirements, Types of Intermediaries in Business – to –Business Distribution, Multiple Channels, Hybrid Channels and Adaptive Channels. **[4]**

Logistics of Industrial Products: Special Role of Logistics in Industrial Products Distribution, Warehousing Decisions, Transportation Decisions, Inventory Decisions, Handling and Storage Decisions. **[4]**

Business to Business Communication: Communication Channels for Industrial Marketer, Trade shows, Managing Industrial Advertising Effort. **[3]**

Personal Selling of Industrial Products: Role of Personal Selling in B2B Markets, Team Selling for Complex Industrial Products, Consultative Selling for Complex Industrial Products, Key Account Management in B2B Market. **[3]**

Customer Service for Industrial Products: Elements of Customer service for Industrial Products, Establishing Customer Service Strategy, Customer Service and Internal Marketing, Improving Customer service by Digitization of Business. **[4]**

Text Book

1. Reeder, R.R., Brierty, E.G., Reeder B. (2012) *Industrial Marketing Analysis, Planning & Control*, New Delhi: Prentice Hall.

Reference Books

1. Vitale, G. (2012). *Business-to-Business Marketing, Analysis and Practice in a Dynamic Environment*. New Delhi: Thomson Press Publications.
2. Hutt, M.D., Speh, T.W.(2012). Business Marketing Management. New Delhi: Cengage Learning.

Marketing of Services

MM.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To develop students' understanding of the aspects of marketing those are of particular relevance to service organizations.
- Provide a theoretical and practical basis for assessing service performance through the use of frameworks, strategies, and tools.
- To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions

Course Contents

Concepts and Issues of Services Marketing: Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of the service economy, Factors affecting growth of the service sector. Strategic Issues in Services Marketing **[7]**

Consumer Behavior in Services: Search, Experience, and Credence Properties, Consumer Choice, Consumer Experience, Post-experience evaluation The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance **[4]**

Concept of Service Marketing Mix: Price ,pricing concepts and issues in pricing, pricing policy, and pricing approaches, Managing Capacity and Demand; **[7]**
Delivering Value through Pricing, Approaches to Delivering Value through Pricing Integrated Service Marketing Communications and Promotion: internal and external communication and issues in service promotion, Place: service distribution, channel options and service distribution strategy, Delivering service through intermediaries, Franchising, Agents and Brokers, Electronic channels

Strategies in service marketing: Segmentation, Targeting, Differentiation and positioning of services. Service Design and the cost of providing service Customer's Role in Service Delivery. **[8]**
People: internal marketing and employee motivation, Physical Evidence, Service scapes, Dimensions of the service environment
Service Process: Service Blueprinting; Role of People in Service Production and Delivery, Creating the Right Service Culture
Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process.

Service Design and Managing Service Quality: Essentials of a service system, Components of services, Designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management. Understanding Service Quality and Its Dimensions; Assessing Gaps in Service Quality, Experiential Marketing, Managing Relationships and Building Loyalty **[7]**
Relationship Marketing, Customer Loyalty Management, Customers' Life Time Value Service Recovery, Impact of Service Failure and Recovery.

Application of Services Marketing Concepts: Financial services, Hospitality services, Health services, Educational services, and professional services. **[6]**

Text Book

1. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. and Pandit, A. (2017), "*Service Marketing: Integrating Customer Focus Across the Firm*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Book

1. Wirtz, J. and Lovelock, C. (2016), "*Services Marketing: People, Technology and Strategy*", 8th Edition, Chennai: World Scientific.

Sales and Distribution Management

MM.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To develop understanding and appreciation of the Sales & Distribution processes in organizations.
- Be able to manage the sales function including sales forecasting, budgeting, quotas and territories design and management.
- Become adept at selling through proper understanding of the process of selling. Manage sales force from recruiting to motivating and compensating.
- Understand importance of effective distribution decisions. Develop and manage channels of distribution.
- Understand the role of inventory, transportation and warehousing in providing place utility for customers.

Course Contents

Introduction to Sales Management: Introduction, Nature, Role and Importance. Personal Selling and Industrial Selling, product selling and service selling, Sales Management Process. **[4]**

The Sales Organization: Sales Organization Structures, Management of Sales Territory-Management of Sales Territory-Designing Sales territory, Beat planning- routing and scheduling, Determining the size of sales force and allocating sales territories. Sales Quota, Sales forecasting, Sales Budget and Budgeting procedures, **[6]**

Personal Selling: Selling Process. Selling skills and Strategies. Buyer-Seller Dyads; Theories of Selling – AIDAS; Right Set of Circumstances Theory; Buying Formula; Behavioural Equation Theory; Personal Selling – Steps; Changing Face of Personal Selling; Diversity of Personal Selling Situation and Formulating Personal Selling Strategy. **[8]**

Sales Force Management: Recruitment and selection of Sales Force, Training the Sales Force, Sales Force Motivation, Sales Meetings and Contests, Compensating Sales Personnel, Evaluation and Supervising Sales Personnel, Sales Force Automation; Controlling the selling effort-Sales volume and Cost analysis, **[6]**

Distribution: Concept and growing strategic role of distribution in corporate performance, Distribution channel structure and network, distribution channel institutions (wholesaling and retailing, modern retailing formats), Role and Function of marketing intermediaries; marketing channel relationship, Channel dynamics, Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – vertical marketing systems; horizontal marketing systems; Omni channel marketing systems, Channel performance evaluation tools, cybermediary, infomediary, disintermediation, reintemediation, and intermediary empowerment, e- tailing, Channel Conflict and their Management, **[8]**

Strategic element in distribution management: total cost approach to logistics, customer services, finished goods inventory management, transportation and fleet management, warehousing and order management, IT and logistics management. Distribution: Design of Distribution Channel, Management of Channels (Co-operation, Conflict and Competition, Wholesaling, Retailing. Channel Evaluation-Channel Profitability Analysis-ROI. **[7]**

Text Books:

1. Still, R.R., Cundiff, E.W., Govoni, A.P.N. and Puri, S. (2017), "Sales and Distribution Management", 6th Edition, New Delhi: Pearson Education.
2. Havaldar, K. and Cavale, V. (2006), "Sales and Distribution Management: Text and Cases", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books:

1. Churchill, F. and Walker, J.T. (2000), "*Sales Force Management*", New Delhi: McGraw Hill Education.
2. Stern, W.L., Adel, I.E. and Coughlan, T.A. (2001), "*Marketing Channels*", New Delhi: Prentice Hall of India.
3. Panda, T.K and Sahadev, S. (2016), "Sales and Distribution Management", 2nd Edition, New Delhi: Oxford University Press

International Marketing

MM.20.643 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course aims to develop students' understanding of the importance of international marketing as well as how to build, measure, and manage product and services for international markets. This courser intends to orient students to the role of international marketing in the past, present, and future. It explains how international marketing has gradually evolved, defines international marketing, and highlights the many international constraints that exist on domestic economic policy and policymakers.

Course Contents

Introduction: Nature, importance and scope of international marketing, International market orientation and involvement, International marketing management process, Scanning and monitoring global marketing environment, International marketing information system **[4]**

International Market: Segmentation and Positioning, Screening and selection of markets, International market entry strategies, Exporting licensing contract manufacturing, Joint venture, Setting-up of wholly owned subsidiaries aboard **[6]**

International Product Planning: Major Product decisions, Product features and quality, Product design, labelling; packaging; branding and product support services; product standardization vs. adaptation, Managing product line, International trade, product life cycle, New product development **[8]**

Pricing for International Markets: Pricing strategies, Factors affecting international price determination; environment factors affecting international prices, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing, International dumping, Financing marketing transactions **[6]**

International Distribution Decisions: The structure of international distribution systems, Distribution channel strategy – international distribution channels their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management ; international distribution logistics, Inventory management transportation; warehousing and insurance, International direct marketing, Leveraging international distribution for competitive advantage **[8]**

International Promotion Strategies: International promotion mix; push and pull strategies, Communications across countries-complexities and issues, International promotion tools and planning – Advertising; personal selling; publicity and sales promotion; challenges of international advertising; global media strategy, Developing international promotion campaign; Standardization vs. adaptation issue, Planning for direct mail, sales literature, trade fairs and exhibitions. **[7]**

Text Books

1. Czinkota, M.R. and Ronkainen, I.A. (2015) *International Marketing*. 10th Ed. Delhi: South-Western, Cengage Learning India Pvt. Ltd.
2. Cateora, P.R., Graham, J.L. and Salwan, P. (2008) *International Marketing*. 13th Edition. Delhi: McGraw Hill Education.

Reference Book

1. Albaum, G. Strandskov, J. and Duerr, E. (2006) *International Marketing and Export Management*. Seventh Edition. New Delhi: Pearson Education.

Macroeconomic Theory and Policy

BE.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To sensitize students, need for understanding of macroeconomic theories and policies.
- To equip students, understand open economy macroeconomics, foreign trade, competitiveness and productivity and strategic trade theories and policies; and
- To help students analyze complex economic environment, macroeconomic policies and its implications for business strategy in emerging environment.

Course Contents

Introduction: Introduction: Nature and Scope of Macroeconomics, Determination of National Income with government, Circular Flow of Income in two, three, and four-sector model. The Classical Full-Employment Model, Keynes's Theory of Employment: An Outline; Keynes's Simple Two-Sector Model, Concepts of Inflationary and Deflationary Gaps. **[9]**

Economy in the short run: Determination of aggregate demand, shifts in aggregate demand, aggregate supply in the short and long run, and aggregate demand aggregate supply analysis (AD-AS Model), Theory of Multiplier, IS–LM framework, fiscal and monetary policy. **[6]**

Money and Labour Market: Inflation: Causes of rising and falling inflation, inflation and interest rates, social costs of inflation. Unemployment – natural rate of unemployment, types and reasons of unemployment. Phillips curve, the trade-off between inflation and unemployment. Demand for Money – Keynes's Liquidity Preference Theory of Interest. Supply of money and its determinants. **[7]**

Business Cycles and Open economy: Business Cycles: Meaning, Characteristics, Kaldor and Goodwin's Models of Business Cycles Open economy – flows of goods and capital, saving and investment in a small and a large open economy. Exchange rates, Theories of Exchange Rates, Mundell – Fleming model. **[7]**

Public Finance and Theories of Economic Growth: Public Finance: Public Expenditure, Financing of Government Expenditure, Taxation Government Borrowing or Debt-Financing of Budget Deficit Economic Growth: Economic Growth and its Determinants, Harrod-Domar Model of Growth Analysis **[10]**

Text Books

1. Ahuja, H.L.(2010), Macro Economics: Theory and Policy. S Chand.
2. Moorthy, Vivek (2016) Applied Macroeconomics: Employment, Growth and Inflation, IK International Publishing House Pvt. Ltd

References Books

1. Mankiw, N. Gregory. Principles of Macroeconomics. Cengage Learning
2. Robert J Gordon, Macroeconomics, Pearson Education
3. Branson, William H. Macroeconomic Theory and Policy. HarperCollins India Pvt. Ltd
4. Rudiger Dornbusch and Stanley Fischer, Macroeconomics. McGraw-Hill Education.

Demand and Business Forecasting

BE.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Identify the factors that affect demand and business
- Expose to the data types and identification problem
- Equip with qualitative and quantitative forecasting techniques (with focus on Non-econometric techniques)
- Illustrate the forecasting techniques with the help of computer software's
- Enable the interpretation of results

Course Contents

Overview of demand & business analysis:- significance of demand analysis and business forecasting, determinants of demand, elasticity of demand, relationship between revenue and elasticity **[5]**

Estimation of demand & business:- marketing research techniques; variable identification, time series & cross sectional data collection; specification of the model, estimation of parameters, interpretation of regression statistics **[7]**

Forecasting demand and business:- introduction to forecasting models; selecting a forecasting technique; purpose of forecast, type of users, patterns in the data series, minimum data requirement, desired accuracy, cost of forecasting, qualitative forecasting techniques: survey & opinion polling techniques **[8]**

Quantitative forecasting techniques: time series analysis; trend analysis, dummy variables and interaction terms (cyclical and seasonal effect), time series data stability **[9]**

Errors in Model: Heteroscedastity, auto-correlation,multicollinearity and variable selection, solution of model miss-specification and diagnostic checking, fine- tuning your model: predictive powers vs. Model fit, ARMA,ARIMA, and panel regression model **[10]**

*Use of Software Packages for Forecasting Excel Spreadsheet, SPSS, etc.

Text Book

1. Kolassa, S.; Siemsen, E. (2016), Demand Forecasting for Managers, Business Expert Press

References Books

1. Chase, Charles W. (2013), Demand–Driven Forecasting: A Structured Approach to Forecasting (Wiley and SAS Business Series) 2nd edition, John Wiley & Sons.
2. Gujarati,Damodar; Porter,Dawn; Gunasekar,Sangeetha(2017), Basic Econometrics 5th Edition, Pub. Mcgraw.
3. Ord, K.; Fildes, R. (2012), Principles of Business Forecasting 1st Edition, Cengage Learning

Money, Banking and Finance

BE.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

The students should be able to:

- Comprehend the need, definition, functions and economic significance of financial institutions and markets
- Understand the interdependence between financial markets and interest rates
- Identify the role played by the Central Bank and instruments of credit control
- Grasp the conduct of monetary policy and its effect on interest rate, credit availability, prices and inflation rate

Course Contents

An Overview of the Financial System: Saving and Investment, Money, Inflation and Interest, Banking and Non-Banking Financial Intermediaries. **[9]**

Financial Markets and Instruments: Money market and Capital Markets, Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives, etc. Characteristics of Financial Instruments: Liquidity, Maturity, Safety and Yield, Understanding Interest Rates **[10]**

Banking institutions and Regulation: Economics of Banking Institutions, Reforms in the banking sector, The RBI as a Central Bank: Structure, Functions and Working, The Current Regulatory Structure **[10]**

Essentials of Monetary Theory: The Classical and Keynesian Theories of Money, Prices and Output, Rational Expectations and Modern Theories of Money and Income, Objectives and Targets of Monetary Policy **[10]**

Text Book

1. Suresh, Padmalatha and Paul, Justin: Management of Banking & Financial Services, Pearson, New Delhi.

References Books

1. Indian Institute of Banking & Finance: Treasury, Investment and Risk Management, Taxmann Publications, New Delhi
2. Rose, Peter& Hudgins, Sylvia : Bank Management & Financial Services; McGrawHill Education, New Delhi

Social Entrepreneurship

SM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To learn social entrepreneurship as a method for social value creation.
- To understand and appreciate the role of (and need for) social entrepreneurship in building a sustainable society.
- To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector.
- To help them develop sustainable "business" model for building a social enterprise that can make a difference

Course Contents

Foundations of Social Innovation and Enterprise: Meaning and concept; Role of business in society; Business as a powerful medium for enhancing inclusive growth and social good; Meaning of social entrepreneurship; Difference from a pure commercial entrepreneurship; The various types of social enterprises; State of the industry in India; High profile social entrepreneur. **[6]**

Social Mission and Opportunity Identification: Theory of Change; Identify social mission; Global MDGs (Millennium Development Goals); Problems – Unemployment, drug abuse, violence, Xenophobia, immigration; Social–physical problems related to disabilities; Understand a social problem; Creating an organization around social mission; Role of institutions and eco-system in entrepreneurial risk taking; Entrepreneurial Leadership and Motivation. **[6]**

Social Business Models: Types of business models; Importance of business model in business incubation and entrepreneurship; How to build social business model; Incorporation of theory of change; Business Model Canvas. **[5]**

Scaling of Social Enterprise: Think Big; Replication; Process Development; Hiring; Stakeholder engagement; Managing social mission; Replicating theory of change. **[5]**

Financing Social Enterprise: Funding Raising; Crowd funding; Venture Capital in social sector; Social Impact Bonds; Social Banks. **[6]**

Marketing of Social Enterprise: Marketing Mix in the social sector; Branding in the social sector; Leveraging social media in the social sector; Reputation management; Consumer demand. **[6]**

Business Plan creation: Developing a viable and sustainable business plan for launching a social business enterprises; Base of the pyramid; Jugaad Innovations; Microfinance. **[5]**

Text Book

1. David Bornstein and Susan Davis (2019), Social Entrepreneurship -What Everyone Needs to Know, OUP India.

Reference Book

1. Madhukar Shukla (2020), Social Entrepreneurship in India, Sage Publication, India.

DEVELOPMENT COMMUNICATIONS

SM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

Course Contents

Development Communication-concept and genesis: Concept of development, characteristics of developing countries, Measuring development- Indices of measuring development and classification of countries based on development indices, Models of Development- Dominant Paradigm, Basic Needs Model, New Paradigm of development, Development Communication- concept and genesis, characteristics, differences between communication and Development Communication, Philosophy and Approaches to Development Communication. **[13]**

Paradigms of Development: Press theories: Normative: Authoritarian, Libertarian, Social Responsibility, Democratic Participant theory; Sociological: Uses and Gratification, Agenda setting; Two-Step Flow; Psychological; Bullet Theory, Success stories in Development Communication, Innovations and trends in Development Communication. **[13]**

Media and Development Communication: Traditional Media: types, characteristics, Role in development communication, Development reporting- roles and responsibilities of a development reporter, ethics in reporting, specialized skills required and issues in development reporting, News reporting: definition of news, ingredients and qualities of news, news value, types of news reports, structure of news reports, Radio news, features and commentaries, Radio and development communication, Television and cinema: role in development communication, ICTs: scope in development communication. **[13]**

Text Book

1. Servaesh, Jain (2008), Communication for Development and Social Change, New Delhi, Sage Publication

Reference Book

1. Narula, Uma (1994) Development Communication, New Delhi, Hariand Publication
2. Mefalopulos, P.(2008) Development Communication Sourcebook- Broadening the boundaries of communication, The World Bank.

Business Strategies for Sustainability

SM.20.623 **3-1-0-4 (Contact Hrs: 39)**

Course Objectives:

- Understand the Environmental, Social, and Economic drivers and risks impacting on companies – along with the major business opportunities for integrating sustainability issues within the core Business Strategy.
- Expand understanding of the complex decisions faced by managers in business, government, and non-profit organizations, developing ability to see relationships among multiple, often conflicting, issues.

Course Contents

Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business **[5]**

Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management, Strategy Analysis: Introduction, Strategy Analysis and its Importance **[7]**

Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome **[8]**

Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations, Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture **[9]**

Sustainability Matters: State of the World, Sustainability Pillars (Environmental Social, Economic, Governance) Redefining Capitalism, integrating sustainability in to business, Systems Thinking for sustainability, value chain perspective, beyond corporate social responsibility, sustainability strategy and planning, stakeholder engagement, sustainability management approaches: eco-business and environment management, environmental life cycle assessment, life cycle costing **[10]**

Text Book

1. Kazmi Azhar, (2008) Strategic Management and Business Policy &Peter, McGraw Hill.

Reference Books

1. Kourdi, Jeremy, (2015), Business Strategy: A guide to effective decision-making (Economist Books).
2. Saloner, Garth (2005), Strategic Management, John Wiley & Sons.

Entrepreneurship Theory and Practice

EF.20.603 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

This course aims at instituting entrepreneurial skills in the students by giving an overview of entrepreneurs and the competences that are needed to become an entrepreneur.

Course Contents

Introduction: Concept and Definitions, Entrepreneurship Mindset, Entrepreneurship process, Factors impacting emergence of entrepreneurship, Theories of entrepreneurship, Role of Socioeconomic environment. **[10]**

Managerial Vs Entrepreneurial Decision Making: Entrepreneurial attributes and characteristics, Traits/Qualities of Entrepreneurs, Entrepreneurs versus inventors, Entrepreneurial Culture, Entrepreneur as a leader. **[8]**

Classification and Types of Entrepreneurs: Women Entrepreneurs, Social Entrepreneurship, Corporate Entrepreneurs, Characteristics of entrepreneur, Leadership, Risk taking, Decision-making and business planning, Role of Entrepreneur, Role of an entrepreneur in economic growth as an innovator, Generation of employment opportunities, Complimenting and supplementing economic growth, Bringing about social stability and balanced regional development of industries. **[9]**

Creating Entrepreneurial Venture: Generating Business idea - Sources of Innovation, Generating ideas, Creativity and Entrepreneurship, Challenges in managing innovation, Entrepreneurial strategy, Business planning process, Drawing business plan, Business plan failures, Promotion of a Venture, External environmental analysis - economic, social and technological, Competitive factors, Legal requirements for establishment of new unit and raising of funds, venture capital sources and documentation required. **[12]**

Text Book

1. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill

Reference Books

1. R.D. Hishrich., Peters, M., Entrepreneurship: Irwin
2. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall
3. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage
4. Shankar, R., Entrepreneurship Theory and Practice, Tata McGraw Hill

Entrepreneurship and New Ventures

EF.20.613 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

The course focuses on building and evaluating new venture opportunities both as an entrepreneur and a manager inside a big company. The course treats Entrepreneurship as a form of Strategy. It would focus on identifying opportunities, developing opportunities, getting funding, and scaling up opportunities, both as a start-up and established company.

Course Contents

Innovation: Types of innovation, Barriers to innovation, Innovation process, Establishing criterion for assessment of creativity and innovation. Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Model – New market disruption – Commoditation. **[8]**

Creativity: Methods and tools for directed creativity – basic principles – tools that prepare the mind for creative thought – stimulation – development and actions- processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and motivation, the bridge between man creativity and the rewards of innovativeness – applying directed creativity. **[8]**

Creativity in Problem Solving: Generating and acquiring new ideas, Product design, Service design – case studies and hands on exercises, Stimulation tools and approaches, Six thinking hats, lateral and design thinking – Individual activity, group activity, contextual influences, Development and Evaluation of Business Idea. **[8]**

Business Model Generation: Developing Lean Business Model for the Business Idea (Hands on), Developing Prototype and Evaluating assumptions in Business Model using prototype cheaply (hands on), Presentation of Business Model. **[8]**

Raising Finance: A Non-Disclosure Agreement (NDA), Term Sheets, Exit Strategies, Scaling up the venture, Developing Business Plan, business fair. **[7]**

Text Book

1. Andriopoulos, C. and Dawson, P., Managing Change, Creativity and Innovation, Sage

Reference Books

1. Bilton, C. and Cummins, S., Creative Strategy, Wiley
2. Hurt, F., Rousing Creativity: Think New Now, Crisp Publications Inc.

Dynamics of Family Business Governance

EF.20.623 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

Students will develop an understanding of the dynamics of joining a family firm and this newfound knowledge will help in securing value and opportunities within Family Business.

Course Contents

Understanding Family Business: Define family business, Strengths and weaknesses, Survival, Success and growth of family business, Business and ownership governance, Succession and continuity, Economic impact, Family business culture and values, Dilemmas and challenges for family businesses - Resistance to change, Emotional issues, Leadership - Competitive edge and outperformance. **[9]**

Theoretical Prospective of Family Business: The agency theory perspective, The stewardship perspective, Family business dynamics - People, system and growing complexity, Family culture, organizational culture, Conflict and culture change, Family business people – Founders, Women in family businesses, Multifamily ownership, Non-family employees, Family business life cycles - A story of growing complexity, Life-cycle stages, A customer-active paradigm, Ownership transitions, The family's relationship with business - Developing a strategic vision and building teamwork, Articulating values and shared vision, Designing family governance. **[10]**

The next generation: Human resource management and leadership perspective - To join or not to join? The importance of outside experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion, Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation. **[10]**

Making the most of outside resources: The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery; Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Nonexecutive directors – Selecting the right candidate, Board practices; Professional advisers and consultants - advisers keeping pace with your needs; Consultants, Family business consultants, Relationships underpinning an advisory role, Outsider advisors - The family business consultant. **[10]**

Text Book

1. Leach, P.: Family Business: The Essentials, Profile Books Ltd.

Reference Books

1. Poza, E.J., Family Business, Thomson
2. Bolton, B., Entrepreneurs: Talent, Temperament, Technique, Butterworth-Heinemann
3. Nanadan, R., Unleashing your Entrepreneurial Potential, Sage
4. Drucker, P.F., Innovation and Entrepreneurship, Affiliated East West Press.

FIFTH YEAR SPRING SEMESTER - X

Business Ethics and Corporate Governance

MB.20.604 **2-1-0-3 (Contact hrs: 26)**

Course Objective:
The ultimate aim of the course is to leave students better equipped to identify corporate initiatives in business ethics and corporate governance and to think critically about the long term impact of those initiatives on the environment, on society and the bottom line of the organization.

Course Contents

Introduction to Ethics and its Applications in Business: Concepts, Role and scope of ethics in business, Theories of ethics, Morality and moral standards, Moral reasoning for ethics. **[4]**

Ethics in Functional Areas of Business Management: Ethics and Business - codes, dilemmas and dialectics, Ethical issues in - Marketing and advertisement, Finance and accounting, Human resource management, Production and operations management, Ethical decision making. **[6]**

Corporate Governance: Principles, Issues and trend, Evolution of Corporate Governance, Structure and process, Emerging trend. **[4]**

Legal Framework and Agents in Corporate Governance: Regulatory aspects of corporate governance, Shareholders of the company, Role of Board of Directors, Role of Auditors, Whistle blowing mechanism, Role of government, Role of media. **[7]**

Sustainability: Meaning, scope and terminologies, Triple bottom line, Corporate sustainability reporting frameworks – National voluntary guidelines, Carbon trading and Kyoto Protocol to reduce collective emissions of greenhouse gases. **[5]**

Texts Books

1. Ghosh, B.N. (2015), "*Business Ethics and Corporate Governance*" First Edition, McGraw Hill, India.
2. Mandal, S.K. (2013), "Ethics in Business and Corporate Governance", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Albuquerque, D. (2017), "Business Ethics – Principles and Practices", First Edition, OUP, India.
2. Chakraborty, S.K. (2002), "The Management and Ethics Omnibus", Second Edition, OUP, India.

Dissertation Project

MB.20.614 **0-0-0-3**

Course Objective:
To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity. To provide means to immerse students in actual supervised professional experiences. Participants will gain in-depth understanding and insights in specific management areas of mutual interests with the help of faculty.

- **Dissertation** shall be of 3 credits and it shall spread over to two semesters i.e. III and IV.

Course Contents
The student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies and one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.

The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide.

Financial Derivatives and Risk Management

FM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The course objective is to develop an understanding of the underlying concepts, strategies and issued involved in risk management. This course will provide the skills to identify and measure risks, quantify risks and create risk response strategies to deliver decisions that meet stakeholder expectations. The course will also acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Contents

Introduction to Derivatives & Risk Management: Forwards, futures, options, bonds, swaps and other derivative instruments. Investors and risk management, profitable side of risk management; Risk management process – Risk models. **[6]**

Derivatives: Forwards and Futures- Theory of futures trading, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate. Hedging strategies using futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures. **[7]**

Derivatives: Option- Basic Option Pricing: European options, American options, forward-spot parity, put call parity, the binomial option-pricing model, Construction of option strategies in various market situations and their pay off. **[7]**

Advance option strategies: - Lognormal distribution, modeling option prices. Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, Extensions of Black and Scholes formula and Greek symbols. **[7]**

Hybrid Derivatives: - Swaps Transactions: Interest rate swaps, currency swaps, Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps. **[6]**

Enterprise Risk Management: - Firm wide approach to risk management – measuring risks for corporations, the maturity model, Value at risk – Var models. **[6]**

Text Books

1. Das, S. and Sundaram, R. (2013), "*Derivatives Principles and Practice*", 1 Edition, New Delhi: McGraw Hill Education.
2. Hull, J.C. and Basu, S. (2017), "*Options, Futures, and Other Derivatives*", 9 Edition, New Delhi: Prentice Hall of India.

Reference Books

1. Bhalla, V.K. (2001), "*Financial Derivatives: Risk Management*", 1 Edition, New Delhi: S. Chand and Company Private Ltd.
2. Chance, D.M. and Brooks, R. (2014), "*Derivatives and Risk Management*", 10 Edition, USA: Cengage Learning.
3. Somanathan, T.V. and Nageswaran, A.V. (2015), "*The Economics of Derivatives*", New Delhi: Cambridge University Press.
4. Stiltz, R.M. (2003), "*Risk Management and Derivatives*", New Delhi: Thomson, South Western.

International Financial Management

FM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques of International financial and monetary management.
- In the course, students will gain a practical understanding of factors contributing to foreign exchange rate risk & other International factors that creates risk environment.
- Provide an in-depth understanding of the process and techniques used to make international investment decisions.

Course Contents

International Financial & Monetary system: Global Financial Environment, International Financial Management-nature and scope, international monetary system, Bretton woods conference, Payment terms in international trade. International flow of goods, services and capital. **[8]**

Financing techniques in international trade, computation of foreign exchange rates, exchange rates quotation, factors affecting exchange rates- spot rates, forward exchange contracts, foreign exchange & currency future. GDRs, ADRs **[10]**

Foreign Exchange Risk Management: Exposure and risk, Transaction exposure, Translation exposure and economic exposure, Management of exposures, internal techniques, netting, marketing, leading and lagging, pricing policy. Forex market risk management- forex derivatives, swaps, futures, options and forward contracts. **[10]**

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Foreign Direct investment – Foreign portfolio investment- International Bond & Equity market, International Cost of Capital. **[11]**

Text Books:

1. Apte P.G., International Financial Management, TMH Publishing House, New Delhi.
2. Avadhani V.A, International Finance, Theory and Practices, Himalaya Publishing House, Mumbai.

Reference Books

1. Sharan Vyuptakesh, International Finance, PHI Pvt Ltd. New Delhi
2. O'Brien Thomas J. International Finance, Oxford University press, New Delhi.
3. Click & Coval, The Theory and Practice of International Financial Management, PHI Pvt. Ltd, New Delhi
4. Jain, Peyrard, Yadav, International financial Management, McMillan Publishers

Financial Modeling

FM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
Modeling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives valuation, project evaluation, deal structuring, portfolio management and the like. In this course, students will learn the financial model building skills with the help of excel and VBA.

Course Contents

Understanding Advanced Features of Excel: - Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox **[4]**

Understanding Finance Functions in Excel: - Creating Dynamic Models, Sensitivity Analysis using Excel, Scenario Manager, Other Sensitivity Analysis Features. **[5]**

Simulation using Excel: - Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular distribution, Building Models in Finance using Simulation. **[7]**

Accounting in Excel: - Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analyzing Financial Statements by using Spreadsheet Model. **[7]**

Valuation in Excel: - Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation, Financial Model building **[5]**

Understanding Subroutines and Functions and building simple financial models using subroutines and functions:-Recording and Editing Macros, Subroutines and Functions, Decision Rules, Message Box and Input Box, Debugging. **[6]**

Designing Advanced Financial Models using VBA:- User Forms, Other Advanced Features and Actual Model Building. **[5]**

Text Books

1. Sengupta, C. (2013), "*Financial Analysis and Modeling Using Excel and VBA*", 2 Edition, New Delhi: John Wiley and Sons India.
2. Tjia, J. (2004), "*Building Financial Models*", New Delhi: McGraw Hill Education.

Reference Books

1. Benninga, S. (2014), "*Financial Modeling*", 4th Edition, New Delhi: MIT Press.
2. Day, A. (2012), "Mastering Financial Modeling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance (The Mastering Series)", 3rd Edition, New Delhi: Prentice Hall of India.

Corporate Restructuring

FM.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.

Course Contents

Overview of Corporate Restructuring: Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring, Financial Strategy and Planning. **[5]**

Dimensions of Mergers and Acquisitions: Mergers & acquisitions concept, types and process, Accounting for Mergers& Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics. **[9]**

Valuation Aspects of Corporate Restructuring: Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return **[9]**

Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation. **[8]**

Dimensions of Corporate Restructuring: Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts . **[8]**

Text Books:

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition

Reference Books:

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
3. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
4. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
6. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition

Diversity and Inclusion

HR.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To provide comprehensive insights into diversity at the workplace, this has recently become one of the biggest competitive advantages that organizations have.
- To highlight the trends and practices, which are emerging for diversity at the workplaces, in India, Asia and globally.
- To prepare future managers to be aware of diverse segments of talent that they will work with, their own internal biases, mindfulness about inclusion and lead, and how to leverage their combined strength, for sustainable business growth.

Course Contents

Introduction to Diversity and Inclusion: Meaning, Objectives, Focus areas, Paradigms for engaging a diverse workforce, Challenges of managing diversity, Diversity legislation in a global perspective. **[5]**

Dimensions of Diversity in the Workplace: Gender, Age, Caste, Language, Gender, Religion, Four generations in the workplace, Generational differences, Discrimination and equality in Employment, Consequences of not managing diversity, Recognizing Unconscious Bias. **[6]**

Interpersonal Relationships in a Global Work Context: Cultural styles and relational mental models, Diversity in interpersonal relationships, Interpersonal relationships and cross-cultural communication, Theoretical perspectives on interpersonal cross-cultural communication. **[9]**

Managing Diversity at the Workplace (Inclusion): Theories of diversity management, Steps in managing diversity effectively, Managing gender diversity at the workplace, Managing generational diversity at the workplace, Managing cross-cultural diversity, Preparing managers for leading diverse teams, Leadership's role and buy-in related to diversity and inclusion, Diversity training, Communication strategy for a diverse workplace. **[9]**

Inclusive Workplace: Inclusion through diversity within the work organization, Inclusion through corporate-community collaborations, Inclusion through state/national collaborations, Diversity and inclusion audits. **[5]**

Diversity and Inclusion Trends and Best Practices - India, Asia, Global, Reverse discrimination, Inclusion of differently-abled employees at the workplace **[5]**

Text Book

1. Michalle E. Mor Barak, Managing Diversity: Toward a Globally Inclusive Workplace, 4th Edition (2016), Sage Publishing.

Reference Book

1. Gary N. Powel, Managing Diverse Workforce Learning Activities, 3rd Edition (2010), Sage Publications.

Human Resource Development Systems

HR.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The aim of this course is to facilitate the learning concepts and practices related to HRD. This course will elaborate on the purposes and advantages of needs assessments. Identify the attributes (all the way through to evaluation) of different kinds of HRD programs as studied in the text- orientation, skills and technical training, coaching and performance management, employee counseling and wellness services, career management and development, and describe organization development and change in relation to models of change, OD theories. **Course Contents**

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. **[6]**

Training and Development: Need Assessment Process, Systematic approach to need assessment, Designing, Transfer of learning, Evaluating training program, Special issues in training and development, Management Development and Organizational Goals, Trends in management education. **[8]**

Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. **[7]**

Career Management and Development: Definition, Models, Issues affecting career management. Organization Development-: Definition, Theories and concepts in OD, Roles & Strategies, Change Management. **[8]**

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. **[5]**

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. **[5]**

Text Books

1. Haldar, U.K. (2009), "*Human Resource Development*", 1 Edition, New Delhi: Oxford University Press.
2. Lynton, R.P. and Pareek, U. (2011), "*Training for Development*", 3 Edition, New Delhi: Sage Publications.

Reference Books

1. Agochiya, D. (2009) "*Every Trainer's Handbook*", 2 Edition, New Delhi: Sage Publication.
2. Blanchard, P.N., Thacker, J.W. and Ram, V.A. (2010), "*Effective Training: Systems, Strategies and Practices*", New Delhi: Pearson Education.
3. Noe, R. (2010), "*Employee Training and Development*", 5 Edition, New Delhi: McGraw Hill Education.

Performance Management

HR.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Contents

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes. **[4]**

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application **[4]**

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal. **[5]**

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support. **[5]**

Methods of Performance Appraisal: Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal. **[5]**

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team. **[4]**

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system. **[5]**

Reward Systems and Legal Issues: Significance of reward in PM, Components of reward system, Linkage of PM to compensation systems, Legal issues associated with PM. **[4]**

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM. **[3]**

Text Books

1. Aguinis, H. (2013), "*Performance Management*", 3rd Edition, New Delhi: Pearson Education.
2. Bhattacharyya, D.K. (2011), "Performance Management Systems and Strategies", 1 Edition, New Delhi: Pearson Education.

Reference Books

1. Bagchi, S.N. (2013), "*Performance Management*", 2nd Edition, New Delhi: Cengage Learning.
2. Kohli, A.S. and Deb, T. (2008), "*Performance Management*", 1st Edition, New Delhi: Oxford University Press.

Compensation Management

HR.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course aims to equip students to effectively design compensation structure for overall organizational effectiveness as the new generation of HR professional need to master all these areas to render meaningful support to organizations, reducing their dependency on outside consultants.

Course Contents

Introduction to Compensation Management: Concept of compensation, Objectives of Compensation System, Intrinsic and Extrinsic Compensation, Strategic Compensation, Strategic Vs. Tactical Compensation Decision. **[4]**

Bases for Pay: Traditional bases for pay – Human Capital theory, Seniority and longevity pay, Merit pay, Linking performance appraisal with merit pay; Person-Focused Pay – Competency-Based, Pay-for-Knowledge, and Skill-Based pay. **[4]**

Components of Compensation I: Core compensation: Base pay, Cost- of – living adjustment (DA), Bonus. **[3]**

Components of Compensation II: Fringe compensation: Benefit policies, Statutory benefits – Gratuity, Provident fund, Employees' State Insurance, Employees' Compensation Act, Pension schemes; Discretionary benefits - Personal security, Financial assistance and Personal needs, Flexible benefits- Company cars, Holidays, Pensions, Insurance etc. **[5]**

Contextual Influences on Compensation Practice: Prevailing wage laws, Labor unions as contextual influences, Inter industry, Wage differentials/ Compensation differentials. **[4]**

Job Evaluation: Concept of job evaluation, Various kinds of job evaluation plans. **[4]**

Surveying Market pay and Compensation Practices: Need and purpose of the survey, Designing a Survey, Types of Survey - Custom developed surveys and published compensation data surveys. **[4]**

Designing Compensation Structure: Compensation designing process - Define a pay grade and develop a pay structure, Base pay and other compensation components for a team, Pay structure variations- broad banding and two- tier base plan. **[4]**

International Compensation: International compensation programs, Expatriates Components of international programs, Main components - Setting expatriates base pay and Incentive compensation. **[4]**

New Approaches: Variable performance linked pay (VPLP), Employee stock option plan, EVA, Cafeteria style of compensation. **[3]**

Text Books:

1. Martocchio Joseph J. (2014), *"Strategic Compensation- A Human Resource Management Approach"*, 7th Edition, New Delhi, Pearson Education.
2. Bhattacharyya D.K. (2015), *"Compensation Management"*, 2nd Edition, New Delhi, Oxford University Press.

Reference Books:

1. Milkovich George T, Newman Jerry M. and Venkat Ratnam CS (2017), *"Compensation"*, 12th Edition, New Delhi, Tata McGraw Hill.
2. Richard I. Henderson, *Compensation Management in a Knowledge - based World*, 10th Edition, New Delhi, Pearson Education.

Integrated Marketing Communication

MM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The objective of the course is to help students look at marketing communications with a holistic approach and to understand the principles and practices of marketing communications
- Apply the key terms, definitions, and concepts used in integrated marketing communications.
- Conduct and evaluate marketing research and apply these findings to develop competitive and positioning strategies and to select the target audience(s) for the IMC campaign plan.
- Examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.
- Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
- Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
- Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

Course Contents

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, and Challenges in IMC, **[6]**

Consumer Behaviour and IMC: Role of marketing communications in Consumer Decision Making, Combination of behavioural and communication objectives for each stage of the consumer decision making process. **[6]**

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, advertising appropriation, advertising campaigns Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organization, Remuneration, client agency relationship, account Planning; Management of Advertising Agencies, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising. **[7]**

Message Design: The Creative concept development; the creative processes of the different forms of IMC; Communication Models with reference to Advertising AIDA, Hierarchy of effects, Innovation, Adoption. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting, Role of Creativity in Copywriting. Testing of Advertising Effectiveness, **[7]**

Media Management: Media Types and their characteristics; Setting Media objectives; Media planning; Media Strategy; Media buying; and media research. **[6]**
Emerging Concepts and Issues in Marketing Communications, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication.

Corporate Communication and Public Relations: Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management. **[7]**

Text Books

1. Clow, K.E. and Baack, D.E. (2016), "*Integrated Advertising, Promotion, and Marketing Communications*", 7th Edition, New Delhi: Pearson Education.
2. Shah, K. and D'Souza, A. (2009), "*Advertising and Promotions an IMC Perspective*", New Delhi: McGraw Hill Education.

Reference Books

1. Belch, G. and Belch, M. (2016), "*Advertising and Promotions: An Integrated Marketing Approach*", New Delhi: McGraw Hill Education.
2. Lane, R., King, K. and Russell, T. (2009), "*Kleppner's Advertising Procedure*", US: Pearson Education.
3. Percy, L. (2014), "*Strategic Integrated Marketing Communications*", 2nd Edition, New Delhi: Routledge.
4. Shimp, T.A. and Andrews, A.J.C. (2013), "*Advertising Promotion and Other Aspects of Integrated Marketing Communications*", 9th Edition, Cengage Learning.

Digital Marketing

MM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Digital marketing course has been designed in such a way as it helps the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. Developing a successful digital marketing model is both an art and science.

Course Contents

Introduction: Now and before of digital marketing - digital marketing for the 21st century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog. **[9]**

Concepts of Digital Marketing: Search engine optimization marketing, Online advertisement, Affiliate, Social media, Analytics. Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices. **[10]**

Digital Marketing Management: Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel. Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Online press releases, Online newspaper, magazine ads, Google, Yahoo news. **[10]**

Social Media Marketing: Introduction to social media, Examples of social media, Uses of social media, How companies use social media, Impact of social media in search Benefits of social media: Case studies of social media, SEO for social media, How to get started in social media. Social media profile creation and optimization. Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience Effective Ads: Calculating ROI, Budget, How to choose your ad partner, Blogging for businesses Creative's & Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation. How Face book advertisement works: The 3 Rs – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Face book Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions You Tube: You Tube branding, You Tube Ads, Getting started guide **[10]**

Text Books

1. Chaffey, D., Ellis-Chadwick, E., Johnston, K. and Mayer, R. (2000) "*Internet Marketing: Strategy, Implementation and Practice*", UK: Pearson Education.
2. Gay, Richard; Charlesworth, Alan and Esen, Rita (2007) "*Online Marketing: A Customer-led Approach*", New Delhi: Oxford University Press.

References Books

1. Evans, D. and Bratton, S. (2008). *Social Media Marketing: An Hour a Day*, Second Edition, Wiley.
2. Evans, D. and Bratton, S. (2010). *Social Media Marketing: The Next Generation of Business Engagement*. Wiley.

Rural Marketing

MM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The objective of this course is to develop understanding of issues in rural markets.
- To explore the Special Areas in Rural Marketing Environment and to learn nuances of rural markets to design effective strategies
- To enhance deeper understanding of rural consumer behavior and to develop the rural marketing mix.

Course Contents

Introduction to rural marketing: Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size and Rural Infrastructure; ***Rural Marketing Opportunities*:** Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers **[6]**

Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Opinion Leaders influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption **[4]**

Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research. **[6]**

Selecting and Attracting Markets: Concepts and process for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Cases in FMCG, consumer durables, Financial Services, Agricultural inputs and Cottage Industries in Rural areas. **[4]**

Product Strategy for rural markets: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes. **[5]**

Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – the affordability challenge, rural versus urban, needs integrated approach, pricing for the quality conscious segment, value conscious segment and price conscious segment , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle . **[5]**

Distribution Strategy: and Rural Retailing: The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing. The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers. **[5]**

Challenges for Rural Communication: Massage & Media for Rural Communication Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising. **[4]**

Text Book

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson 2/ed. (2012)

Reference Books

1. Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers.
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

Retail Management

MM.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Learn about the ever-changing retail landscape Become familiar with how the retail industry works and understand the areas of accountability for retail management
- Understand the general concepts of merchandising. Understand store layout by department, including flow and adjacencies
- Explain how to read and execute a planogram to maximize sales e. Understand the impact of visual merchandising
- Understand the standards of quality service, and how service impacts Understand floor recovery strategies and methods

Course Contents

Introduction to retailing: What is retailing, Social and economic significance of retailing, Structure of retailing and distribution, Opportunities in retailing, Indian vs. Global Scenario **[4]**

Types of retailer: Store & Non Store Retailing –-Franchising- Unconventional channels Retailer characteristics, Food retailers, General merchandise retailers, Service retailing, Types of ownership, Retail channels, Benefits offered by retail channels, Challenges of effective multichannel retailing **[4]**

Retail buying behavior and Retailing Strategy: The buying process, Types of buying decisions, Social factors influencing the buying process Retail market strategy, Target market and retail formats, Growth strategies, Global growth opportunities **[6]**

Financial strategy and retail locations: Financial objectives and goals, Strategic profit model, Analysis of financial strength, Setting and measuring performance, Types of locations, other locations opportunities, Location and retail strategy, Legal considerations, Evaluating specific areas for locations, Evaluating a site for locating a retail store, Trade area characteristics, Estimating potential sales for a store site, Negotiating lease. **[6]**

Human Resource Management: Objectives of Human Resource Management, Issues in retail human resource, designing the organization structure for retail firm, Store management responsibilities, recruiting and selecting employees, Motivating and managing store employees, Evaluating store employees and providing feedback, Compensating and rewarding store employees, Managing diversity, Legal issues in Human Resource **[4]**

Merchandise management: Merchandise management overview, forecasting sales, Developing an assortment plan, Setting inventory and product availability levels, Establishing a control system for managing inventory, Allocating merchandise to stores, Analyzing merchandise management performance, Developing and sourcing private label merchandise, Negotiating with vendors **[5]**

Retail pricing and communication mix: Pricing strategies, Consideration in setting retail prices, Pricing techniques for increasing sales and profits, Legal and ethical pricing issues, Communication programs to develop brand images and build customer loyalty, Methods of communicating with customers, planning the retail communication program. **[4]**

Store Management: Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery. **[4]**

Information system in retailing: Creating strategic advantage through supply chain and information system, the flow of information and products in supply chain. **[2]**

Text Books

1. Retailing management by Michael Levy Barton Weitz Ajay Pandit, M. G.Hills, 8th Edition (2012)
2. Retailing Management by Swapana Pradhan, M. G.Hills, 4th Edition (2012)

Reference Books

1. Integrated retail management by James R. Odgen Denise T. Ogden, Bizantra, 2nd Editio
2. Managing retailing by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Oxford University Press, India, 2nd Edition (2012)
3. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press

Strategic Brand Management

MM.20.644 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course aims to develop students' understanding of the importance of brand equity as well as how to build, measure, and manage brand equity. It will cover topics in the utilities of branding, steps/process of building brands, methods of measuring brand equity, ways to leverage brand equity, strategies in managing brand portfolios, and management of brands over time, geographic boundaries, and market segments.

Course Contents

Introduction: Understanding the role of the Brand Manager, how it has evolved over time, key variables to be managed and the key deliverables. **[5]**

Brand and Brand Management: Commodities Vs Brands, The role of brands, Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, General Management success and Brand success, Understanding the impact technology has had on the marketing landscape and the way the management of a brand is progressively being shaped by a new and active participant – the consumer. **[9]**

The brand equity concept: Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image. Brand Vision, Brand Objectives. Choosing brand Elements, Brand Leveraging and Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement, **[9]**

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing and Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Rejuvenation and Re-launch. **[8]**

Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation, Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis. Define public relations, Identify the differences among advertising, publicity, press agency and PR. PR & its role in organizations. Examine the different publics of an organization **[8]**

Text Books

1. Keller, K.L., Parameswaran, M.G. and Jacob, I. (2013), "*Strategic Brand Management: Building, Measuring and Managing Brand Equity*", 3rd Edition, New Delhi: Pearson Education.
2. Kapferer, J.N. (2012), "*The New Strategic Brand Management: Advanced Insights and Strategic Thinking*", 5th Edition, New Delhi: Kogan Page.

Reference Books

1. Keller, K.L. (2008), "*Best Practice Cases in Branding: Lessons from the World's Strongest Brands*", 3rd Edition, New Delhi: Pearson Education.
2. Sengupta, S. (2005), "*Brand Positioning: Strategies for Competitive Advantage*", 2nd Edition, New Delhi: McGraw Hill Education.
3. Richard, E. and Percy, L. (2007), "Strategic Brand Management", New Delhi: Oxford University Press

International Business Economics

BE.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
This course looks into the economic aspects of international business. The market outcomes of liberalizing trade environment, trade policy framework of the WTO, economics of the currency market and macroeconomic linkages of the open economy are the primary points of emphasis of the course.

Course Contents

Trade Theories: Understanding free trade arguments that govern trade agreements, Absolute Advantage and Comparative advantage, Heckscher Ohlin model of factor abundance. **[9]**

Trade Policies: Tariff and quota, Voluntary Export restraints, Role of WTO in International trade, Dumping and Antidumping Duty under the WTO, Subsidies and Countervailing duties under the WTO, Regional integration **[10]**

International Trade Procedures: Export Documentation and Procedures, International Payment Terms, INCOTERMS **[10]**

Currency and International Finance: Currency market and basic Central Bank operation, Basics of fixed and flexible exchange rate, Determination of exchange rate Currency derivatives. **[10]**

Text Book

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.

Reference Books

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.

Industrial Economics and Competitive Strategies

BE.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To help gain an understanding of - (i) The structure – conduct – performance relationship in an industry and (ii) The factors influencing these - a positive analysis.
- To acquire the knowledge/skill to evolve competitive strategies and thereby determine the conduct of a firm in the market. Essentially, to learn to anchor the strategies in the validated, time-tested economic principles underlying the strategies. More specifically, the course will reinforce the economic principles which only can provide the rationale for successful, sustainable strategies which explain the conduct of a firm.

Course Contents

Primer on economic concepts: – Definition and need for Industrial Economics; S – C – P paradigm; The welfare economics of market power **[7]**

Market structure: – its measures & determinants; Firm Boundaries – Horizontal & Vertical-Transaction costs and firm size; Concentration in markets – seller & Buyer Concentration; Product Differentiation; Conditions of entry **[13]**

Competition: – Competing via Commitment; Dynamics of Pricing Rivalry; Entry & exit strategies **[7]**

Strategic Positioning & dynamics: – Competitive advantage and its sustenance; Innovation as a source of competitive advantage; Agency and performance measurement **[6]**

Performance: – Market Structure and performance-Challenges in a digital Economy; PUBLIC Policy & Regulation: – Issues in Antitrust & regulatory Economics **[6]**

Text Book

1. Lipczynski, John; Goddard, John; Wilson, J.O.S. (2005), Industrial Organization: Competition, Strategy, Policy (2 edition), Prentice Hall.

Reference Books

1. J. Blanco Realzola (1998), Competitive Strategy Techniques for Analyzing Industries and Competitors, The Free Press.
2. Porter, M.E. (1998) Competitive Strategy: Techniques for Analyzing Industries and Competitors, TheFree Press.
3. Barthwal, R.R. (2010) Industrial Economics: An Introductory Textbook, The New Age Publisher.

Economics of Consumption

BE.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Examining the latest trends to improving the consumerism
- Expose to the international markets and platforms
- Enable to understand the growing synergy across countries
- Illustrate the role of economic collaboration due to globalization
- Identify the latest market possibilities

Course Contents

Future of consumption in India: The macro context of India, Vision for consumption in India in 2030, Firm of the future in India, Key uncertainties for India 2030, Critical societal challenges and calls to action **[5]**

The Expansion of Geopolitics, Multilateralism in an Ungoverned World, Culture, Identity and the Evolution of Geopolitics, Future Scenarios and Implications for the Industry, Regional Risks for Doing Business **[9]**

Fostering Effective Energy Transition, Electric Vehicles for Smarter Cities: The Future of Energy and Mobility, Accelerating access to sustainable energy: A key priority in energy transition **[8]**

Jobs of Tomorrow Mapping Opportunity in the New Economy,Opportunity in the Emerging Labour Market, Our Shared Digital Future Building an Inclusive, Trustworthy and Sustainable Digital Society **[9]**

Unlocking Technology for the Global Goals, mobilizing the private sector for peace and Reconciliation, How Can Trade Rules Support Environmental Action? Trade must be aligned with sustainable development. **[8]**

Text Books

1. World Economic Forum Reports
2. World Trade Organization Reports

Reference Books

1. Allen, Franklin; Behrman, Jere R.; Birdsall, Nancy (2016), Towards a Better Global Economy: Policy Implications for Citizens Worldwide in the 21st Century, OUP Oxford.
2. International Energy Agency Reports.

Management of Corporate Social Responsibility

SM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To apprise the student about the concept of CSR and career opportunities in the area.
- To build capacity of the students for creating a project on CSR funding.
- To apprise about the CSR governance and its implementation.

Course Contents

Introduction to CSR: Concept, principles, triple bottom line and sustainable CSR, Provision of CSR in companies Act 2013, CSR legislation in world, Scope of CSR, Drivers of CSR, Benefits to organization, CSR Management. **[8]**

Stakeholders: Organization, Government, Society, Regulatory environment, International framework, CSR for central public enterprises. **[7]**

Planning and Implementing CSR Activities: CSR policy, Constitution of CSR committee, CSR design, CSR budget, CSR activities, CSR through external agencies. **[8]**

Evaluating and Developing CSR Activities: Bases for evaluation of CSR activities, CSR leadership, CSR and risk management, CSR as organization brand building, GST components of CSR, Monitoring of CSR activities. **[8]**

Compliance and CSR Audit: Preparing report, Issues relating to CSR audit, Preparing and filing of annual CSR report, Developing CSR audit program, Sustainability of CSR audit, Spending CSR funds, Global reporting. **[8]**

Text book

1. Prabhakaran Palleri (2020), Corporate Social Responsibility – Concepts, Cases and Trends, Cengage India.

Reference Book

1. Chatterjee, M. (2016), "Corporate Social Responsibility", 1st Edition, New Delhi: Oxford University Press.

Management of Social Impact Institutions

SM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand conceptual framework for understanding the role of Social Impact Organizations in a market economy and democratic society.
- To understanding of major issues and concerns that shaped the nonprofit sector/social sector and currently influence the field;
- To develop Knowledge of nonprofit/social impact management methods and practices.
- To develop understanding of laws and standards applicable to nonprofit/ social organizational management.
- To increased awareness of nonprofit/social sector values and experience in analyzing management dilemmas and proposing responses.

Course Contents

Introductions and Learning; Needs/Expectations Overview of Social and the Nonprofit Sector	**[7]**
A Function Model for Social and Nonprofit Management	**[7]**
Governance of Social and Nonprofit – Board Roles and Responsibilities, Program Planning for Social and Nonprofit : Proposal Writing for Nonprofits	**[10]**
Budgeting and Financial Management for Nonprofits, Resource Development in Nonprofits: Human, Grant and Contract Management in Social and Nonprofits.	**[8]**
Management of Marketing, Risk , program and budget cutbacks:	**[7]**

Text Books

1. Renz, David O. ed. (2010) The Jossey-Bass Handbook of Nonprofit Leadership and Management, Third Edition, San Francisco, CA: Jossey-Bass Publications.
2. Drucker, Peter F. (2006) Managing the Nonprofit Organization: Principles and Practices, Reprint Business Edition, New York, NY: HarperCollins.

Reference Books

1. Block, Peter (2011) Flawless Consulting, 3rd Edition, Pfeiffer &Co, San Diego.
2. Hayes, John (2010) The Theory and Practice of Change Management, 3rd Edition, New York, NY: Palgrave MacMillan.

Social Impact Investment

SM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand the evolution, landscape and future potential of impact investing.
- To develop financial and analytical competency to apply investment to drive social impact.
- To obtain basic skills to understand the process to innovate impact investment financial structures and create and operate impact investment funds.
- To refine negotiation skills to represent stakeholder positions in placing or securing impact investment capital.
- To learn to utilize impact investing strategies to drive social innovation and measurable social impact in public sector, nonprofit, and for-profit contexts.

Course Contents

Introduction to Impact Investment: Definitions, History, Size and characteristics of the Impact Investing marketplace, Classical finance and the case for impact investing, Distinctive business and financial characteristics of impact investments; Social impact metrics. **[7]**

Socially Responsible Investing: Negative screening, Positive screening, Fiduciary standard, Turning policy challenges into investment return – who needs help, How investments can help, Identifying impact investment opportunity, Shareholder activism - positive and negative investment. **[7]**

Correlating Financial and Social Returns: Synchronization of capital markets, Government policy and philanthropic resources to blend investment return and social benefit, Environmental finance, Greentech, Infrastructure, Scale and PE. **[6]**

Microfinance and the Base of the Pyramid: Micro-lending, Micro-insurance, Housing, Technology and cases, Valuation models and Portfolio Development. **[6]**

Inclusive Business and Impact Investment: The Role of Institutions in social finance (Innovation, Blended Finance and EDI), Role of government in social finance – Social Impact Bonds, Role of institutions in social finance. **[6]**

Impact Measurement: Global Reporting Initiative (GRI), Impact Reporting and Investment Standards (IRIS), Global Impact Investing Rating System (GIIRS), Impact Metrics, Internal rate of return, Benefit-cost ratio (BCR), Expected Return, Mission alignment Methods, Future of Impact Investing. **[7]**

Text Books

1. Keith Allman, Ximena Escobar de Nogales, Impact Investment, A Practical Guide to Investment Process and Social Impact Analysis, Wiley.
2. Alex Nicholls, Rob Paton, and Jed Emerson, Social Finance, Oxford Publications.

Reference Books

1. The Impact Investor, Lessons in Leadership and Strategy for Collaborative Capitalism, Jossey-Bass, Cathy Clark, Jed Emerson, Ben Thornley.
2. The Power of Impact Investing, Putting Markets to Work for Profit and Global Good, Wharton, Judith Rodin, Margot Brandenburg.

Management Tools for Entrepreneurs

EF.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective

Identifying the right business opportunity is important for the success of any new entrepreneurial venture. Budding entrepreneurs should be able to identify suitable business opportunities at the right time and in the right way. This course aims to help students identify business opportunities effectively and get hands on experience in applying creativity and understanding in problem identification and solving.

Course Contents

Understanding the market: Identifying ideas and areas with business potential, Analyzing the needs and wants of the market, Identifying resource needs, Identifying where business opportunities can lie and in what form, Identifying potential customer / user benefits and benefits to society as a whole. **[7]**

Identifying the Opportunity: Convergent and divergent approach of opportunity sensing, Transforming ideas into reality, Realities of setting up new ventures, Screening opportunities, Devising the business plan, The family as a source of entrepreneurial support, Deciding the scope of the opportunity and gains from it. **[9]**

Analyzing Business Opportunities: Market Analysis, Demand-supply, Technical Analysis, Assets analysis, Financial Analysis, Sources of capital and its cost, Viable and feasible business Opportunity, Testing feasibility of business idea by applying sensitivity analysis. **[9]**

Accounting for Entrepreneurs: Accounting, Balance Sheet, Accounting Records, Cash flow statements, Financial Statement Analysis, Behavior of costs. **[7]**

Management Tools for Startups: WordPress/GoDaddy, CoFoundersLab, Doorbell, Asana/Trello, Recruiterbox/Homerun, Termsfeed, Slack/ Hipchat, Betalist. **[7]**

Text Book

1. Timmons, J.A. and Spinelli, S.: New Venture Creation – Entrepreneurship for the 21st century, McGraw Hill

Reference Books

1. Holt, D.H., Entrepreneurship – New Value Creation, Pearson
2. Roy, R., Entrepreneurship, Oxford

Project Formulation and Preparation

EF.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective

Business plan gain interest of the fund providers like venture capitalists and other sources of funding.

Course Contents

Business Plan: What is business plan, Entrepreneurial opportunities and Business Plan, Preparing business plan (Practical Exercises on preparation of business plan), Components of Business Plan - Confidentiality Agreement, Executive summary, other components. **[8]**

Market Analysis and Planning: Undertaking Market Research, Importance, Industry Analysis, Competitor analysis, Defining the target market, Market segmentation, Market positioning, Building a marketing plan, Marketing mix, and Critical factors for devising a market strategy. **[9]**

Technical Feasibility and Analysis. Operation and Production Plan - Types of production systems, Product design and analysis, New product development, Location and layout decisions, Project layout, Plant and technology choices, Product specification and customer needs, Production planning and control, Commercializing technologies. **[10]**

Financial analysis and feasibility testing: Pro forma income statements, Cash budget, Funds flow and Cash flow statements, Balance sheet, Break Even Analysis, Ratio Analysis. **[12]**

Text Book

1. Dwivedi, A.K.: Industrial Project and Entrepreneurship Development, Vikas Publishing House.

Reference Book

1. Bangs Jr., D.H., The Business Planning Guide, Dearborn Publishing Co.
2. Katz, J.A. and Green, R.P., Entrepreneurial Small Business, McGraw Hill
3. Mullins, J. and Komisar R., Getting to Plan B, Harvard Business Press
4. O'Donnell, M., The Business Plan: Step by Step, UND Center for Innovation.

Secrets of Success: Indian Family Business

EF.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective

To understand the unique dilemmas and paradoxes faced by family firms in order to learn secret of family business success.

Course Contents

Family Business: Specialty of running a family business, Conflict resolution, Succession planning, Choosing and training successor. **[7]**

Creating Stability: On control and voting shares, On managing millennials, Money matters, Balancing differing interests. **[6]**

Secrets: Communicate, Evolve, Set boundaries, Practice good governance, Recruit from the outside, Treat employees like family, Make it optional, Plan for the future. **[7]**

Success Story I: TATA Group, Aditya Birla Group, Godrej, Shapoorji Pallonji, Murugappa Group. **[10]**

Success Story II: Reliance Group, Arcelor Mittal, Bajaj family, Burman family, Lohia family. **[9]**

Text Books

1. Leach Peter and Dixit Tatwamasi, Indian Family Business Mantras, Rupa Publications, New Delhi.
2. Kavil Ramachandran, The 10 Commandments for Family Business, Sage publishers, India.

Reference Books

1. Walter Vieira and Dixit Mita, The 5Gs of Family Business, Sage publishers, India.
2. Hutcheson Henry, Dirty Little Secrets of Family Business, Greenleaf Book Group LLC.

SCHOOL OF MANAGEMENT STUDIES

…A Premier Women B-School with Indian Ethos and Values

Annexure – C

Syllabus

Master of Business Administration
(w.e.f. 2018)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY

(ISO 14001:2004 certified)

(State University under section 2/f of the U.G.C. Act 1956)

Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)

Website: www.modyuniversity.ac.in

Master of Business Administration (MBA)

(Dual Specialization)
Two Year Programme
Academic Curriculum (2018-2019 Onwards)

First Year
Autumn Semester
Foundation Courses

Course Code	Course Title	Contact Hours
	Compulsory Courses	
FC101	Principles of Management	15 Hours
FC102	Business Etiquette	15 Hours
	Any two of these courses	
FC103	Introduction to Economics	15 Hours
FC104	Introduction to Accounting	15 Hours
FC105	Introduction to Business Mathematics	15 Hours
	Total Contact Hours	60 Hours

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP101	Business Communication	2	-	2	3	3	35	15	50
CP102	Managerial Economics	3	-	-	3	3	35	15	50
CP103	Management Accounting	3	-	-	3	3	35	15	50
CP104	Business Statistics	3	-	-	3	3	35	15	50
CP105	Organizational Behavior	3	-	-	3	3	35	15	50
CP106	Management Science	3	-	-	3	3	35	15	50
CP107	Marketing Management -I	3	-	-	3	3	35	15	50
	Sub Total				**21**				

First Year
Spring Semester

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP201	Business Research Methods	3	-	-	3	3	35	15	50
CP202	Marketing Management -II	3	-	-	3	3	35	15	50
CP203	Financial Management	3	-	-	3	3	35	15	50
CP204	Human Resource Management	3	-	-	3	3	35	15	50
CP205	Operations Management	3	-	-	3	3	35	15	50
CP206	Macro-Economics	3	-	-	3	3	35	15	50
CP207	Strategic Management	3	-	-	3	3	35	15	50
CP208	IT Tools for Managers	2	-	2	3	3	35	15	50
	Sub Total				**24**				

Class Work (Marks Distribution): 20 Marks (Group Projects/Assignments) + 15 Marks (Individual Projects/Assignments)

SCHOOL OF MANAGEMENT STUDIES

…A Premier Women B-School with Indian Ethos and Values

Annexure – C

Master of Business Administration (MBA)

(Dual Specialization)
Two Year Programme
Academic Curriculum (2018-2019 Onwards)
Second Year
Autumn Semester

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP301	Business Analytics	3	-	-	3	3	35	15	50
CP302	International Economics and Business	3	-	-	3	3	35	15	50
CP303	Supply Chain Management	3	-	-	3	3	35	15	50
CP304	Business Simulation	-	-	-	3	3	-	-	100
CP305	Summer Internship Project	-	-	-	3	3	75	-	25
	Specialization Elective – I	2	-	-	2	3	35	15	50
	Specialization Elective – II	2	-	-	2	3	35	15	50
	Specialization Elective – III	2	-	-	2	3	35	15	50
	Specialization Elective – IV	2	-	-	2	3	35	15	50
	Specialization Elective – V	2	-	-	2	3	35	15	50
	Specialization Elective – VI	2	-	-	2	3	35	15	50
	Dissertation Project	Continued to 4^{tn} Semester							
	Sub Total				**27**				

Second Year
Spring Semester

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP401	Business Law	3	-	-	3	3	35	15	50
CP402	Project Management	3	-	-	3	3	35	15	50
CP403	Business Ethics and CSR	3	-	-	3	3	35	15	50
CP404	Dissertation Project	-	-	-	6	3	75	-	25
	Specialization Elective - I	2	-	-	2	3	35	15	50
	Specialization Elective - II	2	-	-	2	3	35	15	50
	Specialization Elective - III	2	-	-	2	3	35	15	50
	Specialization Elective - IV	2	-	-	2	3	35	15	50
	Specialization Elective - V	2	-	-	2	3	35	15	50
	Specialization Elective - VI	2	-	-	2	3	35	15	50
	Sub Total				**27**				

Total Credits	**99**

Class Work (Marks Distribution): 20 Marks (Group Projects/Assignments) + 15 Marks (Individual Projects/Assignments)
Summer Internship Project: 75% on report and 25% on Viva.
Dissertation Project Report: 75% on report and 25% on Viva.
Business Simulation: Third party Outsourced

Professional Personality Development Series (PPDS)

Since MBA is a professional program, there is need to groom participants professionally in terms of soft skills including interpersonal relationship, team work etc. Taking into consideration the requirements of the corporate world, there is needed to inculcate professional skills apart from academic excellence. To achieve this objective, there will be weekly professional personality development sessions organized by the college as part of the curriculum. This weekly mandatory event will be completely participant driven, organized and managed under the supervision of the Professional Personality Development Cell headed by a faculty. This event will be continued in all the semesters.
This event will be equivalent to 3 credits per semester.

Total Contact Hours of the Program

Description of the Courses	Contact Hours
Foundation Courses	15 x 4 = 60
Academic Courses	99 x13 = 1,287
Professional Personality Development Series	12 x 13 =156
Total Contact Hours	1503

Elective Areas

Finance, Banking and Insurance Area

Course Code	Course Name
FM301	Security Analysis and Portfolio Management
FM302	Corporate Finance
FM303	Operations for BFSI
FM401	Financial Derivatives and Risk Management
FM402	Corporate Taxation
FM403	Financial Modelling

Human Resource Area

Course Code	Course Name
HR301	Organizational Development Systems
HR302	Talent Management
HR303	Industrial Relations
HR401	Human Resource Development Systems
HR402	Performance Management
HR403	Compensation Management

Marketing Area

Course Code	Course Name
MM301	Sales and Distribution Management
MM302	Consumer Behavior
MM303	Marketing of Services
MM401	Strategic Brand Management
MM402	Integrated Marketing Communication
MM403	Digital Marketing

FIRST YEAR
AUTUMN
SEMESTER - I

Business Communication

Course Code: CP101 **Course Credit: 3**

Course Objective

This course is designed to enhance the communication skills required in different business contexts through various interactive activities. This course will improve the student's self-confidence to express them in the professional business environment. This course will help and acquaint the participants with the basic concepts and techniques of communication, viz Listening, Speaking, Reading & Writing skills.

Course Content

Effective Communication in Business: Importance and benefits of effective communication, Components of communication, Forms of Communication, Communication process, Role of Verbal and Non-verbal symbols in communication, Barriers to effective communication, Overcoming communication barriers, Seven C's of effective communication.

Strategies for Successful Listening and Speaking Skills: Definition, Types, Purposes of listening, Anatomy of poor listening, Features of a good listener, Characteristics of Oral communication, Principles and types of oral communication, Strategies to handle different communication.

Corporate Communication: Definition, Scope, Importance and components of corporate communication, Professional communicator responsibilities, Corporate communication and Public Relation, Role of social media in communication.

Forms of Communication in Written Mode: Improving writing skills, Planning and execution of messages, writing different messages, writing reports, proposals and business plans.

Strategies for Successful Interpersonal Communication: Dyadic communication, Meetings: need, importance & planning of Meetings, Drafting of notice, Agenda, Minutes & resolutions of Meeting, Creating and delivering good presentations, Managing data and visuals.

Business Etiquettes and Cross-cultural Communication: Introduction, Constituents of Etiquettes, Business Etiquettes and modern technology, Workplace culture, Communicating across different cultures, Culture and writing skills.

Career Management and Technology: Introduction, Searching for talent, looking for Job, Planning for Job, Social Networking and Job search, Preparing for Resume, Cover Letter, Group Discussion and Interview, Technology in Business Communication.

Text Books

1. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), "*Business Communication*", 13th Edition, New Delhi: McGraw Hill Education.
2. Raman, M. and Singh, P. (2012), "*Business Communication*", 2nd Edition, New Delhi: Oxford University Press.

Reference Books

1. Chaturvedi, P.D. and Chaturvedi, M. (2011), "*Business Communication, Concepts: Cases and Applications*", 2nd Edition, New Delhi: Pearson Education.
2. Mukerjee, H.S. (2013), "*Business Communication*", 2nd Edition, New Delhi: Oxford University Press.
3. Sharma R.C., Mohan, K. (2007), "*Business: Correspondence and Report Writing*", 3rd Edition, New Delhi: McGraw Hill Education.

Managerial Economics

Course Code: CP102 **Course Credit: 3**

Course Objective

The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic Theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. While conducting this course importance is given to the complexity of decision making process emanating from evolutionary changes that have occurred in the business firms over time.

Course Content

Nature and scope of Managerial Economics and optimization techniques- Introduction to Economics and Managerial Economics, theory of the firm and objectives of the firm; Nature and functions of profit; total, marginal and average relationships Optimization analysis- profit maximization through total revenue-total cost approach; profit maximization through marginal analysis

Demand Analysis, Demand Estimation and Demand Forecasting- Individual's demand, specification of the demand function, factors affecting demand Different concepts of elasticity and their measurement, relationship between price elasticity, total revenue and marginal revenue Use of elasticity in managerial decision-making, introduction of demand estimation Methods of demand estimation; use of regression analysis in demand estimation; demand forecast with qualitative and quantitative methods

Theory of production, cost concepts, cost functions and estimation- Production function; short run production function, law of diminishing returns; Production Function and Iso-quants and Iso-costs function; Optimal combination of inputs for minimizing cost ; long run production function and returns to scale; Type of costs; short run and long run cost functions, marginal costs, average costs ; Fixed and variable costs and estimation of cost functions; break-even analysis.

Market Structure, Pricing Practices and Game Theory-What are different market structures; Pricing under perfect competition; assumptions, short run and long run equilibrium of the firm and market Determination of price; profit maximization; Pricing under Monopoly: pure and discrimination monopoly; Pricing determination under Monopolistic Competition; Pricing under Oligopoly and Duopoly; Game Theory and Strategic Behavior; Role of the Government in pricing.

Text Books

1. Salvatore, D. (2014), "*Managerial Economics in a Global Economy*", 8th Edition, New Delhi: Thomson South-Western.
2. Samuelson, A.P. and Nardhas, W.D. (2010), "*Economics*", 19th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dholakia, R.H. and Oza, A.N. (2003), "*Microeconomics for Management Students*", New Delhi: Oxford University Press.
2. Gupta, G.S. (2003), "*Managerial Economics*", New Delhi: McGraw Hill Education.
3. Keat, P. and Banerjee, S. (2010), "*Managerial Economics: Economic Tools for Today's Decision Makers*", 6th Edition, New Delhi: Pearson Education.
4. Kreps, D.M. (2004), "*Microeconomics for Managers*", New Delhi: W.W. Norton and Company.

Management Accounting

Course Code: CP103 **Course Credit: 3**

Course Objective

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Course Content

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc.

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing.

Text Books

1. Horngren (2015), "*Financial and Managerial Accounting*", 5th Edition, New Delhi: Pearson Education.
2. Khan, M.Y. and Jain, P.K. (2103), "*Management Accounting: Text, Problems and Cases*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Colin, D. (2005), "*Management Accounting for Business*", 3rd Edition, New Delhi: Thomson.
2. Pandey, I.M. (2009), "*Management Accounting*", New Delhi: S. Chand and Sons.
3. Pauline, W. (2006), "*Financial and Management Accounting*", 7th Edition, Pearson Education.
4. Ray, P. (2009), "*Managerial Accounting for Business Decisions*", 5th Edition, New Delhi: Pearson Education.

Business Statistics

Course Code: CP104 **Course Credit: 3**

Course Objective

In an increasingly complex world, statistical thinking, understanding, and skill are more important than ever. In this course students are introduced to the fundamental concepts and with skills for proficiency in statistics. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the data.

Course Content

Introduction to Statistics: Origin, Nature and scope in business management.

Data processing – Classification, Summarization, Tabulation of data – presentation (tabular and graphic) – Frequency distribution, Measures of central tendency - mathematical properties of arithmetic mean, Arithmetic mean, Weighted mean, Geometric mean, Median, Mode, and Partition values – Quartiles, Deciles and Percentiles, Measures of dispersion - Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation.

Measures of Dispersion: (Absolute and Relative) Range, Quartile deviation, Mean deviation, Standard deviation, Co-efficient, Skewness and Kurtosis.

Testing Of Hypothesis - Concepts – types of errors, null and alternate hypothesis – level of significance. Testing of means and proportions for small and large samples - one-sample test. Testing of difference between means and proportions for small and large samples. 2 Test of goodness of fit – Test of independence – ANOVA – one way and two way classifications.

Business forecasting - Time series analysis, components, Methods, Straight line method – Semi averages method – Least square method – Moving averages.

Probability: Probability sampling, non-probability sampling. Estimation -Point and Interval estimates – Confidence intervals – determining sample size, Axiomatic approach to probability, Laws of addition and multiplication, Bayes' theorem.

Theoretical Probability Distributions: Random variable and distribution function: Discrete probability distributions, Continuous probability distributions.

Correlation and Regression (Bivariate and Multivariate): Karl Pearson coefficient of correlation, Spearman's correlation coefficient, Concurrent deviation, Lines of regression.

Text Books

1. Levin, R.I., Rubin, D.S., Rastogi, S. and Siddiqui, H.M. (2017), "*Statistics for Management*", 8th Edition, New Delhi: Pearson Education.
2. Whigham, D. (2007), "*Business Data Analysis Using Excel*", 1st Edition, New Delhi: Oxford University Press.

Reference Books

1. Black, K. (2016), "*Business Statistics: For Contemporary Decision Making*", 9th Edition, New Delhi: Wiley India.
2. Hooda, R.P (1994), "*Statistics for Business and Economics*", New Delhi: Macmillan India Ltd.
3. Morse, L.B. (1994), "*Statistics for Business and Economics*", New York: Harper Collins.
4. Webster, A. (2006), "*Applied Statistics for Business and Economics*", 3rd Edition, New Delhi: McGraw Hill Education.

Organizational Behavior

Course Code: CP105 **Course Credit: 3**

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content

Introduction: Historical evolution of OB, Organizational structure, Management functions and roles, developing an OB Model.

Individual Behavior: Personality and values, Personality assessment instruments, Attitudes and job satisfaction, Perception and attribution, linking individual behavior to the workplace. Learning: Concept, Learning theories, Reinforcement, Administering reinforcement, Organizational behavior modification.

Motivation: Definition and importance, early theories of motivation, Contemporary theories of motivation, Motivational tools in organization – Job characteristics model, Employee involvement, Rewards.

Group Behavior: Concept of Groups, Stages of group development, Group properties, Group decision making, creating effective teams, turning individual into team players.

Skills for Managing Teams: Communication, Conflict, Power and Influence, Emotional intelligence.

Leadership: Concept, Leadership styles, Theories – Trait, Behavioral, Contingency; Finding and creating effective leaders.

Managing Modern Organizations- Culture formation, Managing cross cultural differences, Innovation and learning organization.

Text Books

1. Luthans, F. (2013), "*Organizational Behavior-An Evidence-Based Approach*", 12th Edition, New Delhi, McGraw Hill Education.
2. Robbins, S.P., Judge, T.A. and Vohra, N. (2017), "*Organizational Behavior*", 16th Edition, New Delhi, Pearson Education.

Reference Books

1. Newstrom, J.W. (2007), "*Organizational Behavior-Human Behavior at Work*", 12th Edition, New Delhi, McGraw Hill Education.
2. Pareek, U. and Khanna, S. (2011), "*Understanding Organizational Behavior*", 3rd Edition, New Delhi, Oxford University Press.
3. Parikh, M. and Gupta, R. (2010), "*Organizational Behavior*", 1st Edition, New Delhi, McGraw Hill Education.

Management Science

Course Code: CP106 **Course Credit: 3**

Course Objective

This module aims to introduce students to use quantitative methods and techniques for effective decision–making; model formulation and applications that are used in solving management problems.

Course Content

Introduction: Concept, Model building for business decisions, Concepts of a model, Classification of a model, General Methods for solving models.

Linear Programming: Formulation, Geometric method, Simplex method, M'Charnes method, Concept of duality, multiple optimal solution, Duality theory – formulation of large LPP – interpretation. Post Optimality Analysis.

Transportation Problem: Nature and scope – Optimal solution – North West Corner rule – Matrix minima method – VOGEL's Approximation Method (VAM) – Test for optimality – Modified Distribution Method (MODI) - Unbalanced transportation problems, Transportation problem as LPP, Methods of solutions, variations. Assignment Problem: Mathematical statement, Solution methods, variations.

Game Theory: Two people zero sum game, pure strategies and saddle point, mixed strategies and solution methods.

Queuing Theory: Components, Description of queuing model, Single channel models, Performance measures, Cost behavior analysis.

Decision Theory: Concept of decision theory, Types of decision-making environment, Decision tree analysis.

Sequencing: Flow shop sequencing problems, Markov Process, Job shop sequencing problems, Processing 'n' jobs through 2 and 3 machines.

Network Analysis: Rules for drawing the network diagram, Applications of CPM and PERT, Techniques in project planning and control, Crashing of operations.

Simulation: Steps involved in simulation, Monte Carlo simulation, Simulation of queuing and inventory.

Text Books

1. Anderson, D.R., Sweeney, D.J. and Williams, T.A. (2008), "*An Introduction to Management Science*", 11th Edition, New Delhi: Cengage Learning.
2. Sharma, J.K. (2009), "*Operations research: Theory and Applications*", 4th Edition, New Delhi: Macmillan.
3. Vohra, N.D. (2010), "*Quantitative Techniques in Management*", 4th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Balakrishnan, N. (2014), "*Managerial Decision Modeling with Spreadsheets*", 3rd Edition, New Delhi: Pearson Education.
2. Hillier, F.S. and Liebermann, G.J. (2006), "*Introduction to Operations Research*", 8th Edition, New Delhi: McGraw Hill Education.
3. Pai, P.P., "*Operations Research - Principles and Practice*", New Delhi: Oxford Higher Education.
4. Taha, H.A. (2007), "*Operations Research: An Introduction*", 8th Edition, New Delhi: Pearson Education.

Marketing Management-I

Course Code: CP107 **Course Credit: 3**

Course Objective

Marketing is one of the core processes in the success, growth and long-term performance of any corporate enterprise. Business model of most of the proactive enterprises throughout the world are revolving around marketing in general and consumer in particular. Over the period of time, concepts and dimensions of marketing have evolved from product-centric and insight-out approach to customer-centric and outside-in approach. This metamorphosis change in philosophy of corporate enterprises is largely due to sea change in the market scenario generally attributed as new economy.

Course Content

Overview of Contemporary Marketing: Evolution of marketing; Issues and challenges of new economy; Transition from conventional marketing (marketing-mix) model to value based strategic marketing framework; Strategic marketing Planning & its dimensions

Understanding Consumer Behavior & their Value Drivers (Value Exploration): Understanding consumer; Consumer purchase decision-making process; Factors affecting consumer behavior; Consumer Value, dimensions and drivers for purchase decisions; Consumer value models, Consumer life-time value

Marketing Environmental Assessment (Value Definition): Concepts, characteristics, Impact and dimensions of marketing environment; Analyzing and scanning macro & micro marketing environment; Analyzing and scanning of Internal marketing environment (resources), Marketing environment appraisal tools for value definition (SWOT analysis, Porter 5 Forces Model and PEST analysis); Nature and functions of marketing information system & marketing research in value exploration and definition

Market Segmentation, Targeting & Positioning (Value Proposition): Concept and dimensions of value proposition; Value proposition and consumer value models; Nature, concept and need of market segmentation, Bases for segmentation; Target market selection strategies; Positioning strategies

Product (Value Creation & Offering): Value creation through marketing strategy; Product as core of value; Service as a means of value; Brand as a value addition; Why products fail? Meaning, dimensions and classification of products, product mix, Product line strategies, Concept of new product, New product development process, Product life cycle

Text Books

1. Baines, P., Fill, C. and Page, K. (2015), "*Marketing*", Asian Edition, New Delhi: Oxford University Press.
2. Etzel, M.J., Walker, B.J., Stanton, W.J. and Pandit, A. (2009), "*Marketing Concepts and Cases*", 14th edition, New Delhi: McGraw-Hill Education.
3. Kotler, P. and Keller, K.L. (2016), "*Marketing Management*", 15th Edition, New Delhi: Pearson Education.

Reference Books

1. Grewal, D. and Levi, M. *"Marketing,"* 5th Edition, Chennai: McGraw Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "*Marketing Moves: A New Approach to Profit Growth and Renewal*", Boston: Harvard Business School Press.
3. Kumar, N. (2004), "Marketing As Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation", Boston: Harvard Business School Press.
4. Ramaswamy, V.S. and Namakumari, S. (2013), "*Marketing Management: A Strategic Approach*," 5th Edition, New Delhi: McGraw Hill Education.

FIRST YEAR
SPRING
SEMESTER - II

Business Research Methods

Course Code: CP201 **Course Credit: 3**

Course Objective

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. The students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem.

Course Content

Introduction to Business Research: Nature of business research, Business research process, Ethics in business research, recent trends.

Research Designs: Introduction and classification, Exploratory research, Descriptive research, Causal research.

Measurement and Scaling: Primary scales of measurement, Comparative scaling Techniques, Non-Comparative scaling techniques and Scale evaluation.

Data Collection & Preparation: Primary data, Secondary data, Questionnaire and form design, Objectives, Design process.

Sampling: Sampling design process, Classification of sampling techniques, Sample size determination.

Data Analysis: Hypothesis meaning, Sources types - Parametric and non-parametric tests, Parametric test, T test, F Test and Z test, Non Parametric Test - U Test, Kruskal Wallis, Sign test, Discriminant analysis, Factor and cluster analysis.

Report Writing & Presentation: Significance, Report writing- Steps, Layout, Presentation - Executive summary, Precautions, Norms for using tables, Charts and diagrams – Appendix, Index and Bibliography.

Text Books

1. Bajpai, N. (2017), "*Business Research Methods*", 2nd Edition, New Delhi: Pearson Education.
2. Mishra, P. (2015), "*Business Research Methods*", New Delhi: Oxford University Press.

Reference Books

1. Bryman,A. and Bell, E. (2015), "*Business Research Methods*",4th Edition, New Delhi: Oxford University Press.
2. Cooper, D. R., Schindler, P.S., Sharma, J.K. (2015), "*Business Research Methods*", 11th Edition, New Delhi: McGraw Hill Education.
3. Saunders, M., Lewis, P. and Thornhill, A. (2009), "*Research Methods for Business Students*", 5th Edition, New Delhi: Pearson Education.
4. Zikmund, W.G, (2009), "*Business Research Method*", 7th Edition, New Delhi: Cengage Learning.

Marketing Management-II

Course Code: CP202 **Course Credit: 3**

Course Objective

This course is the extension to Marketing management-I course. Marketing is one of the major and most important functional areas of management. Marketing holds the key to the survival and success of any business organization. Both individual and organizational customers are using various marketing strategies to garner higher market share and move ahead of their competitors. The field of marketing has been changing over the years incorporating newer and more advanced concepts and theories. The role of marketing as a game-changer is reinforced by its emphasis on the customer. Customer is not only the 'King' but the Emperor' today, whose expectation are not only changing but also increasing significantly. That is why, apart from superior value creation and offering, firms need to have adequate strategies for capturing, communicating and real-time delivery of value for bringing and nurturing long-term relationships with valued customers and consumers.

Course Content

Introduction and recapitulation of Marketing Management-I course content

Price (Capturing Value): Nature and dimensions of price; Price as a basis of value maximization; Factors influencing Pricing decision; Pricing methods and strategies; Dynamic pricing and value addition, Distribution (Value Delivery): Availability vs delivery, Growing strategic value of delivery, Designing channel structure and value network; Marketing channel institutions; Modern retail formats; Overview of Internet-based distribution systems; e-tailing; Multiple channel system (MCS); Concept and dimensions of logistics in delivery; Critical role of logistics in value creation and delivery, Integrated Marketing Communication (Communicating Value): Value of information to consumer and its role in consumer purchase decision; Concept and elements of Integrated Marketing Communication (IMC); Contemporary trends in designing and managing IMC Strategy; Digital campaigning; IMC Budget allocation and estimation; Personal Selling and Sales Management and its value addition role in facilitating and assisting consumers in their purchase decisions Relationship Marketing (Valued Relationships): Nature, concept and significance of relationships marketing; Consumer relationship management; Partner relationship management, Marketing Performance Assessment (Value Evaluation): Strategic significance of marketing performance evaluation; Performance evaluation tools (Sales volume, market share, marketing cost analysis, Return of marketing investment, Consumer and partner relationship status and frequency of conflicts; Customer value maximization)

Text Books

1. Etzel, M.J., Walker, B.J., Stanton, W.J. and Pandit, A. (2009), "*Marketing Concepts and Cases*", 14th edition, New Delhi: McGraw Hill Education.
2. Kotler, P. and Keller, K.L. (2016), "*Marketing Management*", 15th Edition, New Delhi: Pearson Education.

Reference Books

1. Grewal, D. and Levi, M. "*Marketing*", 5th Edition, Chennai: McGraw-Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "*Marketing Moves: A New Approach to Profit Growth and Renewal*", Boston: Harvard Business School Press.
3. Kumar, N. (2004), "*Marketing As Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation*", Boston: Harvard Business School Press.
4. Ramaswamy, V.S. and Namakumari, S. (2013), "*Marketing Management: A Strategic Approach*", 5th Edition, New Delhi: McGraw Hill Education.

Financial Management

Course Code: CP203 **Course Credit: 3**

Course Objective

The objective of this course is to develop a foundation of financial management concepts. This will enable the students to understand how corporations make investment & financing decisions. This course will help the students in understanding both the theoretical and practical role of financial management in business corporations.

Course Content

Introduction to Finance: Financial markets, Financial institutions, Financial services, Financial instruments, Functions and goals of finance.

Financial Management: Nature, Scope, and Objectives of financial management, Time value of money, Risk and return.

Capital Structure and Cost of Capital: Capital structure and leverage, Optimum capital structure, Measurement of specific costs, Computation of overall cost of capital

Financing Decision: Long-term financing, Short-term financing, Term financing, Venture capital, Basics of lease financing

Capital Budgeting: Principles, Techniques, Measurement and evaluation, Case study problems.

Working Capital Management: Planning of working capital, Working capital financing and Inventory management

Financial derivatives: Options, Futures, Forwards, Warrants, Hedging using derivatives

Dividend Policy Decision: Dividend and valuation, Determinants of dividend policy

Behavioral Finance Investment Decision Cycle: Judgment under uncertainty, Utility/ Preference functions, Expected Utility Theory [EUT].

Text Books

1. Horne, V. (2008), "*Fundamentals of Financial Management*", 12th Edition, New Delhi: Pearson Education.
2. Lawerence, J.G., and Zutter, C.J. (2015), "*Principles of Managerial Finance*", 14th Edition, New Delhi: Pearson Education.

Reference Books

1. Brigham, E.F. (2014), "*Financial Management Theory and Practice*", 14th Edition, New Delhi: Cengage Learning.
2. Chandra, P. (2008), "*Financial Management*", 7th Edition, New Delhi: McGraw Hill Education.
3. Khan, M.Y. and Jain, P.K. (2005), "*Basic Financial Management*", 2nd Edition, New Delhi: McGraw Hill Education.
4. Pandey, I.M. (2008), "*Financial Management"*, 10th Edition, New Delhi: Vikas Publishing House.

Human Resource Management

Course Code: CP204 **Course Credit: 3**

Course Objective

This course will help students to learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration. This course will also discuss how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, development etc) and organizational culture. Participants will also look at various emerging trends, numerous problems of HRM and their causes, and action plans to be implemented to solve these problems with the help of case studies.

Course Content

Meaning, Nature, Scope and functional area of HRM, Approaches to HRM- soft hard, Strategic HRM, Managing HR Function: Organizing the HR Unit, Line and Staff Relationship, Policies and Procedures, Planning HR activities, Controlling HR Function, Concept of HRP, Objective, HRP Process, Strategic role of HRP Job Analysis, Job Description, Job Specification and Job Design

Recruitment: sources/ Methods, Selection - Steps in selection procedures, Interview (Structured/ Non-structured), Induction and Placement.

Training and Development: Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing, Career management and Talent Management. Nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counseling, Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Job evaluation. Employee health and safety; Employee welfare; Social security measures, Employer-employee relations- An overview; Grievance handling and redressal, Industrial disputes: Causes and settlement machineries, Trade Union- Nature, Trade Union Movement in India, Strategic choices before managers and unions and managing unions.

Virtual Organizations and role of HR, Managing Employee Downsizing, Employee Empowerment and Worker's Participation in Management, Changing Role of HR in Global Scenario

Text Books

1. Ashwathappa, K. (2015), "*Human Resource Management*", 7th Edition, New Delhi: McGraw Hill Education.
2. Dessler, G. and Varkkey, B. (2017), "*Human Resource Management*", 15th Edition, New Delhi, Pearson Education.

Reference Books

1. Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2009), "*Human Resource Management*", 5th Edition, New Delhi: McGraw Hill Education.
2. Mondy, A.W. and Noe, R.M. (2016), "*Human Resource Management*", 14th Edition, New Delhi, Pearson Education.
3. Banfield, P. and Kay, R. (2009) "*Introduction to Human Resource Management*", New Delhi: Oxford University Press.
4. Snell, S.A., Bohlander, G.W., Vohra, V. (2010), "*Human Resource Management*", 1st Edition, New Delhi: Cengage Learning.

Operations Management

Course Code: CP205 **Course Credit: 3**

Course Objective

Operations management exists in diverse types of functions, industries, organizations, and management jobs. Operations managers range from first-level supervisors to senior vice-presidents, who use a variety of resources to systematically plan, design, manage, and improve systems that effectively accomplish the operations task. The challenge for operations managers is to produce products and deliver services in a way that is compatible with the business strategy of the company.

Course Content

Understanding Operations, Introduction: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. Operations Strategy: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement. Supply Network Management: Designing and managing supply networks, The design of services and products, Process Design, Process Analysis, Location, Layout and flow, The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design, Measuring Product Development Performance, Service Encounters, Structuring the Service Encounter, Service-System Design Matrix, Managing Capacity, Managing Demand, Inventory Management, Quality Management & Control: Quality Concept, Costs, Tools, Statistical Process Control, Process Capability, Operations Strategy, Lean Synchronization, : Process Analysis – Process utilization and capacity, impact of variability, Understanding Supply Chain Management, Quality Management & Control: Quality Concept, Costs, Tools, JIT and Lean Production , Performance Management System, Design of Operating Systems, Managing Projects, Linking Behavior to Operations, Linking Finance to Operations.

Text Books

1. Chase, R.B., Shankar, R. and Jacobs, F.R. (2015), "*Operations and Supply Chain Management*", 14th Edition, New Delhi: McGraw Hill Education.
2. Heizer, J. and Render, B. (2015), "*Operations Management: Sustainability and Supply Chain Management*", 11th Edition, New Delhi: Pearson Education.
3. Russel, R.S. and Taylor, B.W. (2012), "*Operations and Supply Chain Management*", 8th Edition, New Delhi: John Wiley and Sons.
4. Stevenson, W.J. (2007), "*Production and Operations Management*", New Delhi: McGraw Hill Education.

Reference Books

1. Bedi, K. (2013), "*Production and Operations Management*", 3rd Edition, New Delhi: Oxford University Press.
2. Buffa, E.S. and Sarin, R.K. (2008), "*Modern Production/Operations Management*", New Delhi: John Wiley and Sons.
3. Chary, S.N. (2015), "*Production and Operations Management*", 5th Edition, New Delhi: McGraw Hill Education.
4. Jay, H. and Barry, R. (2011), "*Operations Management*", New Delhi: Pearson Education.
5. Lee, K.J. and Larry, R.P. (2002), "*Operations Management, Processes and Value Chains*", New Delhi: Pearson Education.
6. Stevenson, W.J. (2007), "*Production and Operations Management*", New Delhi: McGraw Hill Education.

Macroeconomics

Course Code: CP206 **Course Credit: 3**

Course Objective

This course focuses on the basic tools of macroeconomics and applies them to real world economic policies. The objective of the course is for students to understand how to evaluate macroeconomic conditions such as unemployment, inflation, and growth, understand how monetary policy and fiscal policy can be used to influence short-run macroeconomic conditions, understand media accounts of macroeconomic events and the syllabus covers a broad range of topics in macroeconomic policies, fiscal policies, monetary policies in Indian perspectives.

Course Content

Introduction, measurement of national income: product approach, income approach, expenditure approach; measures of aggregate income: concept of gross, net, national, domestic, market prices and factor costs, concept of value added; methodology of estimation of national income in India; GDP deflator, consumer and producer price index. Classical macroeconomics; Say's law, equilibrium output and employment, New classical models of output determination, Keynes model of income determination, Consumption function: average and marginal propensity to consume, consumption hypothesis; permanent income hypothesis, relative income hypothesis, life cycle hypothesis. Savings and investment; business fixed investment, residential investment, inventory investment, saving and investment functions, determination of interest rates, multiplier concept, acceleration principle and its implications, business cycles; meaning and phases of the business cycle, interaction of multiplier and accelerator; Business cycles; Introduction to economic fluctuations: time horizons in macroeconomics, aggregate demand, aggregate supply, stabilization policy. Aggregate demand in the open economy, exchange rate: determination, flexible and fixed exchange rate system, monitory and fiscal policy in flexible and fixed exchange rate system. Inflation and its effects; effect on distribution of income and wealth, effect on output, employment and growth, causes and types of inflation; demand pull inflation, cost push inflation, structural inflation, policies to control inflation, tradeoff between inflation and unemployment, Philips curve: adaptive and rational expectations.

Central banking and monetary controls; functions of a central bank; monetary policy: objectives of monetary policy, policy making process, implications of targeting monetary aggregates and interest rate.

Text Books

1. Ahuja, H.L. (2017), "*Macroeconomics Theory and Policy*", 20th Edition, New Delhi: S. Chand and Company.
2. Colander, D. (2017), "*Macroeconomics*", 19th Edition, Chennai: McGraw Hill Education.
3. Gordon, R.J. (2015), "*Macroeconomics*", 12th Edition, Noida: Pearson Education.
4. Salvatore, D. (2014), "*International Economics*", Singapore: John Wiley and Sons.

Reference Books

1. Andrew, B.A. and Bernanke, B.S. (2015), "*Macroeconomics*", New Delhi: Pearson Education.
2. Burda, M. and Wyplosz, C. (2013), "*Macroeconomics*", 6th Edition, New Delhi: Oxford University Press.
3. Lipsey, R.G. and Chrystal, A. (2014), "*An introduction to positive Economics*", 13th Edition, UK: Oxford University Press.
4. Sullivan, O., Sheffrin, S. and Perez, S. (2017), "*Macroeconomics Principles Applications and Tools*", 9th Edition, New Delhi: Pearson Education.

Strategic Management

Course Code: CP207 **Course Credit: 3**

Course Objective

This course is offered as a main course in the second semester. The course gives participants a general management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

Course Content

Conceptual Nature and Scope - Definitions of various strategic terms – Strategy, Corporate Strategy, Business Strategy, Operational Strategy Competitive Advantage and generic building blocks, Sustainable Competitive Advantage, Resources, Capabilities, Resource Based View of the Organization, core competency, distinctive competency, Mission, Visions, Goals, Objectives, Business Model Strategy Making Process: cursory concepts.

External Analysis: Strategic Groups, Competitor Analysis: Porter's FFF, EFE (External Factor Analysis) Industry Life Cycle, PESTLED, CPM Matrix (Competitive Profile) Matrix Internal Analysis: Value Chain Concept and Analysis, IFE (Internal Factor Evaluation) Matrix SWOT, TOWS matrix, SPACE matrix.

Competitive positioning and the business model, Competitive positioning and business-level strategy, Competitive positioning: Generic business level strategies, Dynamics of competitive positioning. Strategies in fragmented, embryonic, growth industries, Navigating through life cycle to maturity, Strategy in mature and declining industries, Game Theory Corporate-level Strategy: Horizontal and Vertical Integration, Cooperative Relationships, Strategic Outsourcing, Related and Unrelated Diversification Strategy in the Global Environment: Porter's Diamond, Profitability and profit growth through global expansion, Cost reduction and local responsiveness pressures, choosing a global strategy, Basic entry decisions, Global strategic alliances, Mergers and Acquisitions Strategic Change and Turnaround Strategy: Change Management, Turnaround Strategy. Implementing Strategy through Organizational Design: Controls, Structure, Culture; Building Distinctive Competencies at the functional level implementing strategy in companies operating in single industry, across industries and countries Strategic Audit; Strategy Review, Evaluation and Control – Balanced Score Card.

Text Books

1. Barney, J.A. and Hesterly, W.S. (2010), "*Strategic Management and Competitive Advantage*", 5th Edition, New Delhi: Pearson Education.
2. Pearce, J.A. II, Robinson, R.B. and Mittal, A. (2016), "*Strategic Management: Formulation, Implementation and Control*", 12th Edition, New Delhi: McGraw Hill Education.
3. Thompson, A.A. Jr., Peteraf, M.A., Gamble, J.E., Strickland, A.J. III and Jain, A.K. (2015), "*Crafting and Executing Strategy: The Quest for Competitive Advantage*", 19th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dess, G.G., Lumpkin, G.T., Eisner, A.B., McNamara, G. and Kim, B. (2013), "*Strategic Management: Creating Competitive Advantages*", 6th Edition, New Delhi: McGraw Hill Education.
2. Hill, C.W.L., Schilling, M.A. and Jones, G.R. (2017), "*Strategic Management Theory: An Integrated Approach*", 12th Edition, New Delhi: Cengage Learning.
3. Hitt, M.A., Ireland, R.D., Hoskisson, R.E. and Manikutty, S. (2012), "*Strategic Management: A South Asian Perspective*", 9th Edition, New Delhi: Cengage Learning.

IT Tools for Managers

Course Code: CP208 **Course Credit: 3**

Course Objective

In an increasingly complex world, information technology thinking, understanding, and skill are more important than ever. In this course participants are introduced to the fundamental concepts and with skills for proficiency in information system. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the information and data.

Course Content

Introduction to IT tools and MIS, Systems, data and information and knowledge, Importance of IT tools like spreadsheet, MS-Excel, and MIS in the competitive business environment. Introduction to Information Systems Technology, Basic Excel skills, Using Excel functions and developing Spread Sheep Models. Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Database Management System, Networking, Systems and Application Software, IT's people view, empowering people through information, managing change – the Indian paradigm. managing the digital divide, big data. Decision Making and Types of information systems, Management information systems, transactions processing systems, decisions support systems, expert systems, office automation systems and knowledge-based systems, Structured decision making, unstructured decision making and semi structured decision making, Information Systems Analysis & Design, Stages of SDLC, Feasibility study, systems study and systems design, Resource utilization, implementation, audit, operation, maintenance and modification, Functional Information Systems, Marketing, Finance, HR, Production/Operations information systems, Enterprise Resource Planning, Process Mapping, Implementation Management.

Text Books

1. Albright, C.S., Winston, W.L. and Zappe, C. J (2009), "*Decision Making Using Microsoft Excel*", New Delhi: Cengage Learning.
2. Efraim, T., Dorothy, L., Ephraim, M., and James, W. (2010), "*Information Technology for Management: Transforming Organizations in the Digital Economy*", 7th Edition, New Delhi: John Wiley and Sons.

Reference Books

1. O'Brien, J.A. (2010), "*Management Information Systems: Managing Information Technology in the Business Enterprise*", 7th Edition, New Delhi: McGraw Hill Education.
2. Stair, R. (2008), "*Principles of Information System*", New Delhi: Cengage Learning.
3. Williams, B.K. and Sawyer, S.C. (2012), "*Latest Complete Version Using Information Technology: A Practical Introduction to Computers and Communications*", New Delhi: McGraw Hill Education.

SECOND YEAR
AUTUMN
SEMESTER - III

Business Analytics

Course Code: CP301 **Course Credit: 3**

Course Objective

The course objective is to provide in-depth knowledge of handling data and business analytics tools that can be used for fact-based decision-making.

Course Content

Foundations of Business Analytics: - Introduction to Business Analytics, Analytics on Spreadsheets.

Descriptive Analytics: - Visualizing and Exploring Data, Descriptive Statistical Measures. Predictive Analytics: - Trend lines and Regression Analysis, Forecasting Techniques, Introduction to Data Mining, Visualization, exploration and extracting data summary statistics and their interpretation, important parametric and non-parametric tests for single, two and multiple group comparison.

Prescriptive Analytics: - Linear Optimization, Applications of Linear Optimization. Statistical forecasting techniques, Decomposition model – Estimation of trend, seasonality and cyclical components. Regression based forecasting with trend and seasonality components, Smoothing models for forecasting – moving average, exponential smoothing methods for stationary and non-stationary time series.

The Art of Data Analytics: - R programming as a tool for analytics; Some common analytical tasks; Using R databases and business intelligence systems; Data visualization and exploration; Clustering, segmentation and classification in big data; Simple regression models; Multiple regression; Regression Modelling – fitting, model fit measures, hypothesis testing, prediction and validating model assumptions by residual analysis. Regression model building – Stepwise, forward selection, backward elimination and optimum sub set methods. ROC curves; Logistic regression models; Risk models; High-dimensional regression models; Decision tree and neural network; Association rules for market basket analytics; Data export and output; Optimizing R code.

Decision making with uncertain information, Decision strategies for a minimize objective. Decision strategies for a maximize objective. Risk and variability, Expected value strategy. Decision Tress, Building a decision tree using Excel Tree plan add in. Decision Tree and Monte Carlo simulation. Decision trees and risk. Sensitivity analysis in Decision trees. Value of information. Baye's Rule. Utility and Decision making.

Text Books

1. Evans, J.R. (2017), "*Business Analytics*", 2nd Edition, New Delhi: Pearson Education.
2. Kuruganti, S. nd Basu, H. (2015), "*Business Analytics: Applications to Consumer Marketing*", New Delhi: McGraw Hill Education.
3. Lander, J.P. (2014), "*R for Everyone*", 1st Edition, New Delhi: Pearson Education.

Reference Books

1. Albright, S.C. and Winston, W.L. (2015), "*Business Analytics: Data Analysis & Decision Making*", 5th Edition, New Delhi: Cengage Learning.
2. Camm, J.D. (2015), "*Essentials of Business Analytics*", 1st Edition, New Delhi: Cengage Learning.
3. Prasad, R.N., and Acharya, S. (2015) "*Fundamentals of Business Analytics*", 2nd Edition, New Delhi: John Wiley and Sons.
4. Raj, S. (2015), "*Business Analytics*", 1st Edition, New Delhi: Cengage Learning.

International Economics and Business

Course Code: CP302 **Course Credit: 3**

Course Objective

The basic objective of this course is to develop the capacity of the students to understand the contemporary changes taking place in the International business environment. To achieve this objective the students will be familiarized to develop, extend, and improve the ability to plan and act strategically in an international business environment; to strengthen analytical and decision-making skills in the other functional areas of management in order to become an effective leader in international trade and business.

Course Content

Theories and current practices of international trade; Liberalization: Tariff and Non-tariff barriers; Political Economy of International Trade: Journey from GATT to WTO & beyond; Recent Trends of International Trade and business; Globalization & International Business & forces, Driving the process of Globalization. Real Merchandise Trade and Output Developments, Nominal Trade Developments. Regional Blocks: Regional Integration Agreement (RIAs) and Trade – Economic Effects of RIAs; Trade Creation and Diversion and the Types of RIA; The Proliferation of Regional Preference Systems; India's Regional Integration Agreements; Regional Integration Agreements and Foreign Investment; Making Regionalism Complimentary to Multilateralism: Building Blocks versus Stumbling Blocks. Entry strategy and strategic alliances International Production: An Interdisciplinary Approach; Global Trends in Inter-national Production; Trade in Services: Opportunities and Constraints; Internationalization of Service Firms; Operation Management in International Companies; Global Competitiveness; Internationalization of Technological Innovations; Designing Global Organizational Structure and Control; Global Knowledge Management; Globalization and Human Resource Developments; Multicultural Management; International Marketing; Export Management. India's Foreign Trade; Policy and Trends; Financing on International Trade; Licensing; Joint Ventures; International Capital Flows: Political economy of foreign Direct Investment (FDI) with reference to India ; Global FDI Patterns; FDI Distribution by Regions; Sectoral Analysis of FDI. Foreign Portfolio Investment (FPI), Sovereign Wealth Funds (SWFs); Cross border Mergers and Acquisitions; International Banking and Eurocurrency Market; Strategic Issues in International Management; Global e-business; Balance of Payments; International Monetary Systems; Forex Markets and Risk Management; Corporate Governance; Business Ethics; Corporate Social Responsibility; World Economic Growth and the Environmental Issues; Country Risk Analysis;

Text Books

1. Joshi, R.M. (2009), "*International Business"*, New Delhi: Oxford University Press.
2. Krugman, P.R. and Obstfeld, M. (2015), *"International Economics: Theory and Policy"*, Chennai: Pearson Education.
3. Salvatore, D. (2014), "*International Economics: Trade and Finance"*, ISV: Trade and Finance, 11th Edition, John Wiley and Sons.

Reference Books

1. Daniels, J.D. and Radebaugh, L.H. (2013), *"International Business: Environments & Operations"*, 14th Edition, New Delhi: Pearson Education.
2. Hill, W.L.C. and Jain, A.K. (2008), *"International Business: Competing in the Global Marketplace"*, New Delhi: McGraw Hill Education.
3. Mead, R. (2004), *"International Management: Cross Cultural Dimensions"*, 3rd Edition, New York: John Wiley and Sons.

Supply Chain Management

Course Code: CP303 **Course Credit: 3**

Course Objective

In real terms, competition is no more between products and firms but in fact, it is between supply chain architectures of firms. In other word, supply chain has become a critical strategic weapon to outperform in fiercely global competitive market scenario. Most of the dynamic and forward looking firms from manufacturing sectors all across the world like Dell, Wal-Mart, Procter & Gamble, etc. have articulated their business model around best practices of supply chain management strategically and became capable of reaping its benefits in terms of delivery of superior value to their customers than rivals and have superior return on assets. They have truly become market leaders primarily based on their contemporary and forward thinking on strategic supply chain capabilities whereas followers are still at phases of functional and / or operational benefits. Taking into consideration above facts, this course is designed to address contemporary and strategic perspectives of supply chain in holistic manner which is cross functional in nature and a judicious synchronization of key functional areas of business including strategy, marketing, operation, and information technology directly and finance in terms of output followed by an in-depth understanding of Global Best Practices.

Course Content

Introduction and Strategic Perspectives: Nature and concept of supply chain management; Supply chain linkages, Contemporary issues and challenges of business and supply chain management; Value chain and SCM; Supply chain competency; SCM and differential advantage

Supply Chain Strategic Foundation: Customer value, Customer services and channel strategy; Demand forecasting and management

Supply Chain Strategic Options: Operations strategies (make-to-stock, make-to-order, engineer-to-order; make-and-sell and sense-and-respond framework); Procurement strategies; Sourcing and vendor management strategies; Logistics services outsourcing strategies Supply Chain Strategic Implementation: Value of information, Bullwhip effect and order management; Inventory management; Transportation management; Warehousing management

Supply Chain Strategic Output: Supply chain integration; IT enabled supply chain network, process Supply chain relationships; Supply chain performance scorecard.

Text Books

1. Agrawal, D.K. (2017), *"Supply Chain Management: Strategy, Cases and Best Practices,"* 2nd Edition, New Delhi: Cengage Learning.
2. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. and Shankar, R. (2007), *"Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies,"* 3rd Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chopra, S. and Meindl, P. (2016) *"Supply Chain Management,"* 6th Edition, New Delhi: Pearson Education.
2. Weele, A.J.V. (2014) *"Purchasing and Supply Chain Management: Analysis, Planning And Practice"* 6th Edition, New Delhi: Cengage Learning.

Business Simulation

Course Code: CP304 **Course Credit: 3**

Course Objective

This course combines a case study discussion approach to illustrate general management, strategic management and decision making in business with a hands-on business simulation exercise designed to challenge teams via competitive decision making and management of tradeoffs in a simulated competitive business industry environment.

Course Content

The Capstone Business Simulation, used by more than 100 business schools world-wide including Wharton and Harvard use business simulation as part of the MBA program, will be integrated into the course lectures and discussions (judicious blend of offline and online) and will give students the opportunity to work as teams in making important tradeoffs and decisions regarding marketing, operations, product decision, human resources, logistics, and finance issues in a simulated business environment.

Participants are expected to engage in case analysis and team projects for analysis and discussion of business decisions, issues, and strategic management tradeoffs. The objective is to develop a broad perspective in managerial decisions and an appreciation of economic and social factors that drive modern global organizations. The course consists of a combination of lectures, readings and case studies. Participants are expected to apply concepts and techniques garnered during the course in tackling case study preparation and discussion, team decision making and analysis, and in completing the final examination. Participation in case discussions is a vital element of the course, and will be an important component of the overall performance in the course.

Text Books

1. Law, A.M. (2007), "*Simulation Modelling and Analysis*", 4th Edition, New Delhi: McGraw Hill Education.
2. Law, A.M. and Kelton, W.D. (2014), "Simulation Modeling and Analysis", 5th Edition, New York: McGraw Hill Education.

Reference Books

1. House, W.C. (1977), "*Business Simulation for Decision Making*", California: PBI.
2. Kuruganti, S. nd Basu, H. (2015), "*Business Analytics: Applications to Consumer Marketing*", New Delhi: McGraw Hill Education.
3. Laguna, M. and Marklund, J. (2005), "*Business Process Modelling, Simulation and Design*", US: Prentice Hall.
4. Robert, C.P. and Casella, G. (2004), "*Monte Carlo Statistical Methods*", New Jersey: Springer.

Summer Internship Project

Course Code: CP305 **Course Credit: 3**

Course Objective

The summer internship project is designed to engage the participants in a field experience with an opportunity to share their hands on experiences and corporate insights, to explore the links between participants' academic preparation and their field work, and to assist participants in developing and carrying out the summer project which will serve to culminate their corporate internship experience.

Internships are individualized and tailored to the needs and interests of each participant in the program. As part of the internship experience, participants are expected to take an active role in finding an appropriate internship for themselves.

Course Content

Summer internship project is a three credit (full-time) course in which participants must enroll. Participants must maintain a journal of their daily activities and complete a paper analyzing their organizations' mission, structure, accomplishments, and current projects.

The evaluation for this course will be determined as follows:
Summer Internship Project: 75% on report and 25% on Viva.

Statement on Academic Dishonesty

Academic dishonesty is defined to include any form of cheating and /or plagiarism. Cheating includes, but is not limited to, such acts as stealing or altering testing instruments; falsifying the identity of persons for any academic purpose; offering, giving, or receiving unauthorized assistance on an examination, quiz, or other written or oral material in a course; of falsifying information on any type of academic record. Plagiarism is the presentation of written or oral material in a manner which conceals the true source of documentary material, or the presentation of material which uses hypotheses, conclusions, evidence, data, or the like, in a way that the participant appears to have done work which she did not, in fact, do.

Security Analysis and Portfolio Management

Course Code: FM301 **Course Credit: 3**

Course Objective

The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved. The course is designed with a view to acquaint the students with the working of security market and principles of security analysis and to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Content

Role of Security Markets in Economy, Organization and Mechanics of Indian Security Markets, Various Securities and their Characteristics, Objective of the Security Analysis Functions of an Organized Security Market, Mechanics of Security Trading, Various Types of Security Markets and their Functions, Stock Exchanges, OTCEI, Depository, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market, Risk and Return, Utility Theory, Portfolio Theory, CAPM, APT, Multi-factor Models, Options and Futures, Security Analysis, Fundamental Analysis, Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm, Pricing of Security (IPOs and Seasoned Equity Open), Financial Statement Analysis, Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factors, The Risk Factors, including Internal Risk, Technical Analysis of Security Pricing, Market Efficiency and Behavioral Finance

Portfolio Management, Portfolio Theory, Portfolio Criteria, Efficient Set, Portfolio Selection and Diversification, The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model), Portfolio Management, Portfolio Objective, Size of Portfolio, Selection Basis and Readjustment, Timings of Disinvestment, Market Microstructure.

Text Books

1. Fischer, D.E. and Jordan, R.J. (2009), "*Security Analysis and Portfolio Management*", 6th Edition, New Delhi: Prentice Hall of India.
2. Prasanna, C. (2102), "*Investment Analysis and Portfolio Management*", 4th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Elton, E.J., Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2014), "*Modern Portfolio Theory and Investment Analysis*", 9th Edition, US: Wiley.
2. Marcus, A.J., Mohanty, P., Bodie, Z. and Kane, A. (2009), "*Investments*", 8th Edition, New Delhi: McGraw Hill Education.
3. Reilly, F.K. and Brown, K.C. (2011), "*Investment Analysis and Portfolio Management*", 10th Edition, Cengage Learning.

Corporate Finance

Course Code: FM302 **Course Credit: 3**

Course Objective

This course examines important issues in corporate finance from the perspective of financial managers who are responsible for making significant investment and financing decisions. The concept of net present value, suitably adapted to account for taxes, uncertainty, and strategic concerns, is used to analyze how investment and financing decisions interact to affect the value of the firm.The goal of this course is to develop the analytical skills for making corporate investment with regards to financial decisions and risk analysis.

Course Content

Introduction to Corporate Finance: Finance function and the role of financial manager, impact of corporate governance on financial decision making; the goal of the firm, Financial Statement and financial Cash Flows, Financial statement analysis and financial decisions from the statements.

Valuation and Capital Budgeting: The analysis of discounted Cash Flow Valuation, FCFF evaluation criteria, EV and EVA valuation Making Capital Investment decisions, and mechanics of Interest Rates & Bond Valuation, duration, convexity and term structure of financial assets, Stock Valuation, Risk & Return, Capital Asset & Pricing Model, Cost of Capital &Valuation,

Corporate Financing decision: Financial leverages and capital structure policy, Optimum capital structure: concepts, Limit to the use of debt. Long term financing: Leasing, Capital budgeting impact of inflation and taxes, Valuation and Capital Budgeting for the levered firm, Practical problems in capital budgeting, Capital investment decisions, dividend and other payouts.

Capital Restructuring: Merger, acquisitions, Payoutpolicy, Value based Management, Merger and Market for Corporate Control, Corporate Restructuring, Theories of Mergers, Sell-Offs, and Divestitures and Regulations.

Text Books

1. Damodran, A. (2014), "*Applied Corporate Finance*", 4th Edition, New Delhi: John Wiley and Sons.
2. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K. (2015), "*Corporate Finance*", 10th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Berk, J. and DeMarzo, P. (2017), "*Corporate Finance*", 4th Edition, New Delhi: Pearson Education.
2. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P. (2014), "*Principles of Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.
3. Damodran, A. (2007), "*Corporate Finance: Theory and Practice*", 2nd Edition, New Delhi: John Wiley and Sons.
4. Ross, S.A., Westerfeld, R.W. and Jordan, B.D. (2014), "*Fundamentals of Corporate Finance*", 9th Edition, New Delhi: McGraw Hill Education.

Operations of Banking, Financial Services and Insurance

Course Code: FM303 **Course Credit: 3**

Course Objective

The objective of this course is to nurture the knowledge of operations of BFSI. With the advent of market oriented approach financial sector, mainly banking and Insurance face the challenge to continuously innovate and improve their products and services. This calls for excellence in the performance of operations of BFSI. This course provides detailed understandings of operations' of BFSI. This course designed to assist the students in understanding both the theoretical and practical of operations of BFSI.

Course Content

Introduction to Financials Services: Meaning and concepts of banking, Functions of banks. Study on concepts, purposes and mechanism of Insurance, Principles of insurance, and types of insurance, essential feature of insurance contracts. Credit Management in Banks, Types of credit, Modes of credit delivery– Loan Policy, Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs.

Treasury Management, Objectives of Treasury, structure & Organization, Functions and Responsibility of Treasurer, Cost Centre, Profit Centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS. BASEL Norms - Three pillars of BASEL Norms and Capital for Operational risk, Frame work for risk management, RBI guidelines on risk management , Risk rating and risk pricing , Methods for estimating capital requirements , Credit risk - standardized approach, advanced approach, Credit rating / credit scoring and rating system design. Product development in the life and non-life insurance sectors in India, Insurance Underwriting - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting.

Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement, Insurance and Risk - significance of insurance and risk, Risk Management Process, role of risk evaluation in the process of insurance product formation, principles of insurance pricing and marketing, Elements in Computation of Life Assurance Premium –Mortality, Interest, Expenses, Level Premium System, Calculation of Age, Steps involved in calculation of premium, tools and techniques used in pricing individual life and health insurance.

Text Books

1. Dorfman, M.S. (2012), "*Introduction to Risk Management and Insurance*", 10th Edition, New Delhi: Prentice Hall of India.
2. Indian Institute of Banking and Finance (2017), "*Theory & Practice of Treasury and Risk Management in Banks*", 2nd Edition, New Delhi: Taxmann Publications.
3. Indian Institute of Banking and Finance (2015), "*Insurance Products (Including pension Products)*", New Delhi: Taxmann Publication

Reference Books

1. Desai, V. (2010), "*Banks and Institutional Management*", New Delhi: Himalaya Publication House.
2. Mishra, K. (2010), "*Fundamentals of Life Insurance: Theories and Applications*", New Delhi: Prentice Hall of India.
3. Paul, J. and Padmalath, S. (2010), "*Management of Banking and Financial Services*", 2nd Edition, Pearson Education.
4. Rejda, G. and McNamara, M. (2013), "*Principles of Risk Management and Insurance*", 12th Edition, New Delhi: Pearson - Prentice Hall.

Organization Development Systems

Course Code: HR301 **Course Credit: 3**

Course Objective

Students will learn how to improve individual, group/team and organizational performance through the use of OD techniques or interventions like group dynamics, training, culture change, and work-life balance.

Course Contents

Introduction: Leading Change – Why transformation efforts fail?

Evolution and relevance of OD: Laboratory training background, Action research and survey feedback background, Participative management background, Productivity and quality of work background.

Nature of Planned Change: Theories of planned change, General model of planned change, Types of planned change, designing intervention.

The OD Process: Entering and contracting, Diagnosing organizations, Diagnosing groups and jobs, Collecting and analyzing diagnostic information, Feedback diagnostic information, Designing Interventions.

Human Process Interventions: Executive coaching, Training and development, Team building, Conflict resolution, Improving interpersonal and intergroup relations.

Techno Structural Interventions: Restructuring organization, Employee involvement, Work designs, Responsibility charting.

Human Resource Management Interventions: Performance management, 360 degree feedback, Leadership development, Diversity management, Mentoring programs, Developing and assisting members.

Strategic Interventions: Environmental framework, Competitive and collaborative strategies, Culture change, Learning and knowledge management.

Special Applications of OD: OD in Global Setting, OD in non-industrial setting, Future directions in OD.

Text Books

1. Bhattacharya, D.K. (2014), "*Organization Change and Development*", 1st Edition, New Delhi: Oxford University Press.
2. Cummings, T.G. and Worley, C.G. (2015), "*Organization Development and Change*", 10th Edition, New Delhi: Cengage Learning.

Reference Books

1. Jim Grieves, (2010), "*Organizational Change - Themes and Issues*", New Delhi: Oxford University Press.
2. French, W.L., Bell, C.H. and Zawacki, R.A. (2015), "*Organization Development and Transformation - Managing Effective Change*", New Delhi: McGraw Hill Education.
3. Krishnamacharyulu, C.S.K. and Ramkrishnan, L. (2014), "*Organization Development*", 1st Edition, New Delhi: Prentice Hall of India.

Talent Management

Course Code: HR302 **Course Credit: 3**

Course Objective

The objective of the course is to make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization. Students will develop a conceptual understanding of the management of talents in the competitive environment.

Course Content

Concept, Scope, Models/Approaches, Difference between talents and knowledge, Talent value chain, Elements of talent friendly organizations, Talent management process, Competitive advantage.

Components of TMS, Challenges of TMS, Building blocks of TMS, Role of HR manager, Competency mapping, Process and Methods of competency mapping, Strategic performance appraisal, Designing the TMS.

Talent Planning - Concept, Succession management process, Integrating succession planning and career planning, Designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent.

Potential identification, Coaching, Mentoring, training and development with talent management, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success

Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India

Text Books

1. Berger, L.A. and Berger, D.R. (2010), "*The Talent Management Hand Book*", 2nd Edition, New Delhi: McGraw Hill Education.
2. Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. (2008), "*Human Resource Management: Gaining a Competitive Advantage*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chowdhary, S. (2009), "*The Talent Era*", 1st Edition, New Delhi: Pearson Education.
2. Shukla, R. (2009), "*Talent Management*", 1st Edition, New Delhi: Global India Publications Pvt. Ltd.
3. Snell, S.A. and Bohlander, G.W. (2012), "*Managing Human Resources*", 16th Edition, New Delhi: Cengage Learning.

Industrial Relations

Course Code: HR303 **Course Credit: 3**

Course Objective

The aim of this course is to make participants conversant regarding conflict management in legal perspective and judicial system pertaining to labor management relations. Participants will be familiar with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes. Students will understand the place of industrial relations in society, analyse the effectiveness of the Indian industrial relations system. This course also allows participants to view industrial relations within an international context as well as providing an insight into the workings of the Indian labour market.

Course Content

Definition – Nature - Evolution of IR in India - Context and environment of IR - Three actors and their roles in IR -Approaches to IR and HR Relations - Gandhian approach - Marxian approach and Dunlop's Systems approach. Emerging Trends in IR, Future of IR in India Role of trade unions, Trade union in India, National level federations, Goals and objectives of unions and union leadership, Weaknesses in trade unions, Types of trade unions, Theories of trade unionism, Cross cultural aspects of union management relations, Trade Union Act 1926 - An overview, Union recognition, De –unionization strategies. IR policies: The state and IR policies - Evolution of IR policies - National Commission on Labor and IR policy (1969) - Grievance procedure – discipline - Labor courts - Collective bargaining: concept and development - Industrial unrest in India. Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes - Lockouts - Lay Off-Retrenchment - Unfair Labor Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling.

Industrial Democracy: Concept and scope of industrial democracy, Worker's participation, Objectives for successful participation, Strategy, Practices, Behavioral science contribution and models, Rationale for participation, Issues in participation, Strategies for making participation work and making participation more effective. Labor legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen's Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965. International experiences, Emerging trends and Future role of IR.

Text Books

1. Sinha, P.R.N., Sinha I.B. and Shekhar, S.P. (2013), "Industrial Relations: Trade Unions and Labour Legislation", 2nd Edition, New Delhi: Pearson Education.
2. VenkataRatnam, C.S. and Dhal, M. (2017), "*Industrial Relations*", 2nd Edition, New Delhi: Oxford University Press.

References

1. Bray, M., Deery, S., Walsh, J. and Waring, P. (2011), "*Industrial Relations*", 3rd Edition, New Delhi: McGraw Hill Education.
2. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012), "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi: McGraw Hill Education.
3. Singh, B.D. (2008), "*Industrial Relations and Labour Laws*", 3rd Edition, New Delhi: Excel Books.

Sales and Distribution Management

Course Code: MM301 **Course Credit: 3**

Course Objective

To develop understanding and appreciation of the Sales and Distribution processes in organizations. The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. Since the subject has tremendous application in the practical work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. Though the study is practical in nature, ability of applying the theoretical construct will be one of the key objectives for learning.

Course Content

Sales Management: Concept; Objectives of Sales Management; Buyer-Seller Dyads; Theories of Selling – AIDAS; Right Set of Circumstances Theory; Buying Formula; Behavioural Equation Theory; Personal Selling – Steps; Changing Face of Personal Selling; Diversity of Personal Selling Situation and Formulating Personal Selling Strategy. Sales Force Management: Sales Job Analysis and Preparation of Written Job Descriptions; Recruiting and Selecting Sales Personnel; Compensating and Motivating Sales Personnel; Sales Meetings and Sales Contests; Controlling the Sales Effort – Using Quotes, Sales Territories; Sales Organization Structures.

Distribution: Concept and growing strategic role of distribution in corporate performance, Distribution channel structure and network, distribution channel institutions (wholesaling and retailing, modern retailing formats), Role and Function of marketing intermediaries; marketing channel relationship, Channel dynamics, Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – vertical marketing systems; horizontal marketing systems; Omni channel marketing systems, Channel performance evaluation tools,

IT enabled distribution systems (cybermediary, infomediary, disintermediation, reintemediation, and intermediary empowerment, e-tailing): Channel Conflict and their Management.

Logistics Management as a strategic element of distribution management, total cost approach to logistics, customer services, finished goods inventory management, transportation and fleet management, warehousing and order management, IT and logistics management.

Text Books

1. Agrawal, D.K. (2015), "*Distribution and Logistics Management*", New Delhi: Trinity, Lakshmi Publications.
2. Havaldar, K. and Cavale, V. (2006), "*Sales and Distribution Management: Text and Cases*", 2nd Edition, New Delhi: McGraw Hill Education.
3. Johnson F.M., Kurtz, D.L. and Scheuing, E.E. (2008), "*Sales Management: Concepts, Practice, and Cases*", New Delhi: McGraw-Hill Education.
4. Still, R.R., Cundiff, E.W., Norman, A. and Govoni, A.P. (2012), "*Sales Management: Decisions, Strategies and Cases*", New Delhi: Pearson Education.

Reference Books

1. Churchill, F. and Walker, J.T. (2000), "*Sales Force Management*", New Delhi: McGraw Hill Education.
2. Panda, T.K and Sahadev, S. (2016), "*Sales and Distribution Management*", 2nd Edition, New Delhi: Oxford University Press.
3. Stern, W.L., Adel, I.E. and Coughlan, T.A. (2001), "*Marketing Channels*", New Delhi: Prentice Hall of India.

Consumer Behavior

Course Code: MM302 **Course Credit: 3**

Course Objective

This course is offered as a marketing elective in the third semester. It helps students understand the behavior of consumers before and after purchase. The course helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions.

Course Content

Introduction to consumer behavior: Nature and scope and application Segmentation Application of consumer behavior in marketing, Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques.

Individual determinants: Consumer needs and motivation, Theories of personality and their implication for consumer, Behavior Consumer perception and attitude Theories of learning and communication

Consumer decision processes: Problem recognition Search and evaluation Purchasing processes and post purchase behavior Opinion leadership and its dynamics, Modeling consumer behavior: Economic model-psychoanalytical model, sociological model, Howard Seth model-Nicosia model-Engel Blackwell model, VALS2. Consumers in their social and cultural settings: Group dynamics Reference groups and consumer behavior Influence of family and social class Influence of cultural and cross-cultural aspects of consumer behavior, Motivation – needs - goals- dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioral perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow's hierarchy of needs- Properties of motivation- Three main types of conflicts- Attitudes-definition beliefs- affect behavioral intention-attitude changing strategies- Elaboration Likelihood model and celebrity endorsements.

Consumption and post purchase behavior: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process – Measuring customer satisfaction

Text Books

1. Hawkins, D.I., Motherbaugh, D.L. and Mookerjee, A. (2014), "*Consumer Behavior: Building Marketing Strategy*", New Delhi: McGraw Hill Education.
2. Loudon, D.L. and Bitta, A.J.D. (2014), "*Consumer Behavior*", 14th Edition, New Delhi: McGraw Hill Education.
3. Schiffman, K., Kanuk, L.L. and Kumar, S.R. (2015), "*Consumer Behavior*", 11th Edition, New Delhi: Pearson Education.

Reference Books

1. Chaudhuri, A. (2007), "*Emotion and Reason in Consumer Behavior*", New Delhi: Butterworth-Heinemann.
2. Lindquist, J.D. and Sirgy, M.J. (2009), "*Shopper, Buyer, and Consumer Behavior: Theory and Marketing Applications*", New Delhi: Biztantra Dreamtech Press.
3. Solomon, M.R. (2013), "*Consumer Behavior: Buying, Having, and Being*", 10th Edition, New Delhi: Prentice Hall of India.

Marketing of Services

Course Code: MM303 **Course Credit: 3**

Course Objective

The objective of this course is to acquaint the participants to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

Course Content

Concepts and Issues of Services Marketing, Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of service economy, Factors affecting growth of service sector. Strategic Issues in Services Marketing, The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance, Consumer behavior in service marketing, Segmentation, Targeting, Differentiation and positioning of services. Concept of Service Marketing Mix, Price: pricing concepts and issues in pricing, pricing policy, and pricing approaches, Promotion: internal and external communication and issues in services promotion, Place: service distribution, channel options and service distribution strategy, People: internal marketing and employee motivation, Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process. Managing Service Quality and Service Design, Essentials of a service system, Components of services, Designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management. Application of Services Marketing, Financial services, Hospitality services, Health services, Educational services, and professional services.

Text Books

1. Bateson, J.E.G. and Hoffman, K.D. (2011), "*Services Marketing*", 4th Edition, New Delhi: Cengage Learning.
2. Lovelock, C., Wirtz, J. and Chatterjee, J. (2013), "*Services Marketing: People, Technology and Strategy*", 7th Edition, New Delhi: Pearson Education.
3. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. and Pandit, A. (2014), "*Service Marketing: Integrating Customer Focus Across the Firm*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Mudie, P. and Pirrie, A. (2006), "*Services Marketing Management*", 3rd Edition, New Delhi: Butterworth-Heinemann.
2. Wirtz, J. and Lovelock, C. (2016), "*Services Marketing: People, Technology and Strategy*", 8th Edition, Chennai: World Scientific.

SECOND YEAR
SPRING
SEMESTER - IV

Business Law

Course Code: CP401 **Course Credit: 3**

Course Objective

The present course aims at familiarizing the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge , time tested principles, basic concepts, emerging ideas, evolving theories, latest technique , ever changing procedures & practices in the field of Law in a comprehensive way.

Course Content

Indian Contract Act: Nature of contract, offer and acceptance, capacity of contract, consideration, free consent, valid and void contract, performance and discharge of contracts, remedies in case of breach of contract, quasi contracts. Sales of Goods Act: Sale and agreement to sell; Conditions and Warranties; Doctrine of Caveat Emptor, Transfer of Property, Performance of Sales Contracts, Rights of Unpaid seller, Auction Sale. Constitutional Law (pertaining to business): Constitutional framework of freedom of trade, commerce and intercourse guaranteed to the citizens under Article 19(1)(g) of the constitution of India and permissibility of restrictions on this freedom under Article 19(6) along with the provisions under Articles 301-305. Consumer Protection Act: who is consumer, Consumer complaints- goods and services, unfair and restrictive trade practices, right of consumers, Adjudicatory Bodies – District Forums, State Consumer Disputes Redressal Commission, National Consumer Disputes Redressal Commission – their constitution, powers and procedure; Appeal to Supreme Court. Negotiable Instruments Act: Concept, Kinds, Holder and Holder in due course and negotiability. Company Law: Memorandum and Articles of Association; Doctrine of Ultra Vires; Indoor Management; Prospectus, Shareholders; Board of Directors; Investigation of companies, Share Capital; Protection of Minority Shareholders – Oppression & Mismanagement; Winding up.

Right to Information Act-2005 & Introduction of IPR Laws, Copyrights & Patents Act: Basic concept with latest amendments. Environment Protection Act: Control of Environment, Air and Water Pollution, Central Pollution Control Board, Environment Impact Assessment, Public Liability Insurance; National Environment Tribunal.

Text Books

1. Bhandari, M. (2017), "*Professional Approach to Corporate Laws and Practice*", 24th Edition, New Delhi: Bharat Law House.
2. Reach, L. (2016) "*Business Laws*", 14th Edition, UK: Oxford University Press.
3. Sharma J.P. and Kanojia, S. (2015), "*Business Laws*", 2nd Edition, New Delhi: Ane Books Pvt. Ltd.
4. Singh, A. (2014), "*The Principles of Mercantile Law*", 10th Edition, Lucknow: Eastern Book Company.

Reference Books

1. Durga Das, B. (2015), "*Constitution of India*", 22nd Edition, New Delhi: Prentice Hall of India.
2. Gulshan, S. and Kapoor, G.K. (2017), "*Business Law Including Company Law*", 18th Edition, New Delhi: New Age International (P) Ltd.
3. "*Handbook of Corporate Laws*" (2015), 18th Edition, New Delhi: Bharat Law House.
4. Kapoor, N.D. and Abbi, R. (2012), "*General Laws and Procedure*", 7th Edition, New Delhi: Sultan Chand and Sons.

Project Management

Course Code: CP402 **Course Credit: 3**

Course Objective

This course is designed to educate participants the basic principles of project management. Participants will learn details about the project life cycle, how to identify and schedule project resources, create project flow charts, and produce critical path planning and evaluation reports. Important issues of project selection and team management are also covered. These learning objectives are reinforced by a course project that allows the participant to apply the principles and use the tools they learn. In addition, participants are provided with case studies describing real-world project management problems and their solutions.

Course Content

Definition of project, need for project management, Project life cycle, project stake holders. Defining project scope, establishing project priorities, Work break down structure, Process breakdown structure, and responsibility matrices. Factors influencing the quality of estimates, estimating guidelines for times, costs and resources, Macro and micro estimating, methods for estimating, level of detail, developing budgets, types of costs, refining estimates and contingency fund, selection of project.

Five stage team development model, situational factors affecting team, building high performance project teams, managing virtual project teams.

GANTT Chart, Crashing of Projects, Cost Analysis for Project Crashing.

Risk concept, risk identification, risk assessment, risk response development, contingency planning, contingency funding and time buffers, risk response control, and change control management.

Project progress & performance measurement and evaluation-Structure of a project monitoring information system, project control process, monitoring time performance, need for an integrated information system, Progress monitoring indexes.

Text Books

1. Gray, C.F. and Larson, E.W. (2011), "*Project Management: The Managerial Process*", 5th Edition, New Delhi: McGraw Hill Education.
2. Meredith, J.R. and Mantel, S.J. (2011), "*Project Management: A Managerial Approach*", New Delhi: John Wiley and Sons.
3. Pinto, J.K. (2009), "*Project Management- Achieving Competitive Advantage*", New Delhi: Pearson Education.

Reference Books

1. Kerzner, H. (2013), "*Project Management: A Systems Approach to Planning, Scheduling, and Controlling*", 10th Edition, New Delhi: John Wiley and Sons.
2. Lester, A. (2012), "*Project Management Planning and Control*", New Delhi: Elsevier.

Business Ethics and Corporate Social Responsibility

Course Code: CP403 **Course Credit: 3**

Course Objective

The ultimate aim of the course is to leave students better equipped to identify corporate initiatives in social responsibility and to think critically about the long term impact of those initiatives on the environment, on society and the bottom line of the organization.

Course Contents

Introduction to Ethics and its Applications in Business: Concepts, Role and scope of ethics in business, Morality and moral standards, Moral reasoning for ethics.

Principles of Ethics: Foundation of ethical principles, Utilitarian approach to ethics, Rights and duties, Theories of justice, Ethics of virtues.

Ethics in Functional Areas of Business Management: Marketing and Advertisement, Finance and accounting, Human Resource Management, Production and Operations Management, Computer and information ethics.

Ethical Decision Making in Business: Determinants of ethical decision making, Indian ethos, Josephon's six pillars of character, Stage theory, Constraints in ethical decision making, Ethical tests to ensure good decisions.

Corporate Social Responsibility (CSR): Definitions, principles and strategies; Models of CSR, Corporate stakeholders and responsibilities to them.

Creating CSR Framework: Creation of strategy – Risk analysis, Building trust, Creation of a corporate culture; Framework for rating CSR.

Sustainability: Meaning, scope and terminologies, Triple bottom line, Corporate sustainability reporting frameworks – National voluntary guidelines, Carbon trading and Kyoto Protocol to reduce collective emissions of greenhouse gases.

Future Trends in CSR: Global CSR, Dynamics of modern business, Public-private partnership, Business and special cause sponsorship, CSR practices of Indian companies.

Text Books

1. Chatterjee, M. (2016), "*Corporate Social Responsibility*", 1st Edition, New Delhi: Oxford University Press.
2. Ghosh B.N. (2015), "*Business Ethics and Corporate Governance*", 1st Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Albuquerque, D. (2017), "*Business Ethics – Principles and Practices*", 1st Edition, New Delhi: Oxford University Press.
2. Chakraborty, S.K. (2002), "*The Management and Ethics Omnibus*", 2nd Edition, New Delhi: Oxford University Press.
3. Mandal, S.K. (2013), "*Ethics in Business and Corporate Governance*", 2nd Edition, New Delhi: McGraw Hill Education.
4. Tricker, B. (2015), "*Corporate Governance – Principles, Policies, and Practices*", 1st Edition, New Delhi: Oxford University Press.

Dissertation Project

Course Code: CP404 **Course Credit: 3**

Course Objective

To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity. To provide means to immerse students in actual supervised professional experiences. Participants will gain in-depth understanding and insights in specific management areas of mutual interests with the help of faculty.

Course Contents

The student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies and one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.

The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide.

Financial Derivatives and Risk Management

Course Code: FM401 **Course Credit: 3**

Course Objective

The course objective is to develop an understanding of the underlying concepts, strategies and issued involved in risk management. This course will provide the skills to identify and measure risks, quantify risks and create risk response strategies to deliver decisions that meet stakeholder expectations. The course will also acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Content

Introduction to Derivatives & Risk Management: Forwards, futures, options, bonds, swaps and other derivative instruments. Investors and risk management, profitable side of risk management; Risk management process – Risk models.

Derivatives: Forwards and Futures- Theory of futures trading, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate. Hedging strategies using futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures.

Derivatives: Option- Basic Option Pricing: European options, American options, forward-spot parity, put call parity, the binomial option-pricing model, Construction of option strategies in various market situations and their pay off.

Advance option strategies: - Lognormal distribution, modelling option prices. Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, Extensions of Black and Scholes formula and Greek symbols.

Hybrid Derivatives: - Swaps Transactions: Interest rate swaps, currency swaps, Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps.

Enterprise Risk Management: - Firm wide approach to risk management – measuring risks for corporations, the maturity model, Value at risk – Var models.

Text Books

1. Das, S. and Sundaram, R. (2013), "*Derivatives Principles and Practice*", 1st Edition, New Delhi: McGraw Hill Education.
2. Hull, J.C. and Basu, S. (2017), "*Options, Futures, and Other Derivatives*", 9th Edition, New Delhi: Prentice Hall of India.

Reference Books

1. Bhalla, V.K. (2001), "*Financial Derivatives: Risk Management*", 1st Edition, New Delhi: S. Chand and Company Private Ltd.
2. Chance, D.M. and Brooks, R. (2014), "*Derivatives and Risk Management*", 10th Edition, USA: Cengage Learning.
3. Somanathan, T.V. and Nageswaran, A.V. (2015), "*The Economics of Derivatives*", New Delhi: Cambridge University Press.
4. Stiltz, R.M. (2003), "*Risk Management and Derivatives*", New Delhi: Thomson, South Western.

Corporate Taxation

Course Code: FM402 **Course Credit: 3**

Course Objective

To acquaint with basic principles of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices in India. To familiarize with practical aspects of tax planning for important managerial decision-making process. To bring up-to-date the participants on current topics/debatable issues involving direct and indirect taxation.

Course Content

Introduction of Taxation Management – Concept of Direct and Indirect Tax Law, Finance Act, Types of Assesse, Rates of Taxes Applicable to Different Types of Taxpayers.

Direct Tax: Basic Information and Computation of Income from Salary, Income form House Property, Income for Business and Profession, Income from Capital Gain and Income from Other Sources. Computation of Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

Tax Planning for Individual, Firms, HUFs and AOPs- partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms' book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons. Indirect Tax - Good and Service Tax (GST): Basic Concept, GST Council, and Registration, GST Laws: The Central Goods and Service Tax, The State Goods and Service Tax, Integrated Goods and Service Tax and Union Territory Goods and Service Tax. Computation of Tax, Tax Filling, Tax Planning with Reference to Nature of Business - Tax Provisions for Certain Types of Businesses, Businesses given Special Tax Treatment, Tax Provisions for Offshore Banking Units and Special Tax Zones.

Text Books

1. Ahuja, G. and Gupta, R. (2017), "*Practical Approach to Direct and Indirect Taxes - Problems and Solutions*", New Delhi: Bharat Law House Pvt. Ltd.
2. Singhania, N. and Singhania, A. (2017), "*Corporate Tax Planning & Business Tax Procedures with Case Studies*", New Delhi: Taxmann.

Reference Books

1. Ahuja, G. and Gupta, R. (2017), "*Simplified Approach to corporate tax planning and management*", New Delhi: Bharat Law House Pvt. Ltd.
2. Datta, B.C. (2017), "*Laymen's Guide to GST*", New Delhi: Taxmann.
3. Kreps, D.M. (2004), "*Microeconomics for Managers*", New Delhi: W.W. Norton and Company.
4. Mehrotra H.C. (2017), "*Income Tax Law and Accounts*", Agra: Sahitya Bhawan.

Financial Modelling

Course Code: FM403 **Course Credit: 3**

Course Objective

Modelling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives valuation, project evaluation, deal structuring, portfolio management and the like. In this course, students will learn the financial model building skills with the help of excel and VBA.

Course Content

Understanding Advanced Features of Excel: - Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox

Understanding Finance Functions in Excel: - Creating Dynamic Models, Sensitivity Analysis using Excel, Scenario Manager, Other Sensitivity Analysis Features.

Simulation using Excel: - Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular distribution, Building Models in Finance using Simulation.

Accounting in Excel: - Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analyzing Financial Statements by using Spreadsheet Model.

Valuation in Excel: - Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation, Financial Model building.

Understanding Subroutines and Functions and building simple financial models using subroutines and functions:-Recording and Editing Macros, Subroutines and Functions, Decision Rules, Message Box and Input Box, Debugging.

Designing Advanced Financial Models using VBA:- User Forms, Other Advanced Features and Actual Model Building.

Text Books

1. Sengupta, C. (2013), "*Financial Analysis and Modelling Using Excel and VBA*", 2nd Edition, New Delhi: John Wiley and Sons India.
2. Tjia, J. (2004), "*Building Financial Models*", New Delhi: McGraw Hill Education.

Reference Books

1. Benninga, S. (2014), "*Financial Modelling*", 4th Edition, New Delhi: MIT Press.
2. Day, A. (2012), "*Mastering Financial Modelling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance (The Mastering Series)*", 3rd Edition, New Delhi: Prentice Hall of India.

Human Resource Development Systems

Course Code: HR401 **Course Credit: 3**

Course Objective

The aim of this course is to facilitate the learning concepts and practices related to HRD. This course will elaborate on the purposes and advantages of needs assessments. Identify the attributes (all the way through to evaluation) of different kinds of HRD programs as studied in the text- orientation, skills and technical training, coaching and performance management, employee counseling and wellness services, career management and development, and describe organization development and change in relation to models of change, OD theories.

Course Content

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure.

Training and Development: Need Assessment Process, Systematic approach to need assessment, Designing, Transfer of learning, Evaluating training program, Special issues in training and development, Management Development and Organizational Goals, Trends in management education.

Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. Career Management and Development: Definition, Models, Issues affecting career management. Organization Development-: Definition, Theories and concepts in OD, Roles & Strategies, Change Management.

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures.

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD.

Text Books

1. Haldar, U.K. (2009), "*Human Resource Development*", 1st Edition, New Delhi: Oxford University Press.
2. Lynton, R.P. and Pareek, U. (2011), "*Training for Development*", 3rd Edition, New Delhi: Sage Publications.
3. Werner, J. and Desimone, R. (2012), "*Human Resource Development*", 6th Edition, New Delhi: South-Western Cengage Learning.

Reference Books

1. Agochiya, D. (2009) "*Every Trainer's Handbook*", 2nd Edition, New Delhi: Sage Publication.
2. Blanchard, P.N., Thacker, J.W. and Ram, V.A. (2010), "*Effective Training: Systems, Strategies and Practices*", New Delhi: Pearson Education.
3. Noe, R. (2010), "*Employee Training and Development*", 5th Edition, New Delhi: McGraw Hill Education.
4. Pareek, U. and Rao, T.V. (2006), "*Designing and Managing Human Resource System*", 3rd Edition, New Delhi: Oxford and IBH Publishing Company.
5. Rao, T.V. (2003), "*Human Resource Development: Experience Interventions and Strategies*", New Delhi: Sage Publication.

Performance Management System

Course Code: HR402 **Course Credit: 3**

Course Objective

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Contents

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes.

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application.

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal.

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support. Methods of Performance Appraisal: Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal.

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team.

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system.

Reward Systems and Legal Issues: Significance of reward in PM, Components of reward system, Linkage of PM to compensation systems, Legal issues associated with PM.

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM.

Text Books

1. Aguinis, H. (2013), "*Performance Management*", 3rd Edition, New Delhi: Pearson Education.
2. Bhattacharyya, D.K. (2011), "Performance Management Systems and Strategies", 1st Edition, New Delhi: Pearson Education.
3. Kandula, S.R. (2007), "*Performance Management: Strategies, Interventions, Drivers*", New Delhi: Prentice Hall of India.
4. Rao, T.V. (2016), "*Performance Management - Towards Organizational Excellence*", 2nd Edition, New Delhi: Sage Publishing.

Reference Books

1. Armstrong, M. (2010), "*Armstrong's Handbook of Performance Management*", New Delhi: Kogan Page India.
2. Bagchi, S.N. (2013), "*Performance Management*", 2nd Edition, New Delhi: Cengage Learning.
3. Kohli, A.S. and Deb, T. (2008), "*Performance Management*", 1st Edition, New Delhi: Oxford University Press.

Compensation Management

Course Code: HR403 **Course Credit: 3**

Course Objective

The course aims to equip students to effectively design compensation structure for overall organizational effectiveness as the new generation of HR professional need to master all these areas to render meaningful support to organizations, reducing their dependency on outside consultants.

Course Contents

Introduction to Compensation Management: Concept of compensation, Objectives of Compensation System, Intrinsic and Extrinsic Compensation, Strategic Compensation, Strategic Vs. Tactical Compensation Decision.

Bases for Pay: Traditional bases for pay – Human Capital theory, Seniority and longevity pay, Merit pay, Linking performance appraisal with merit pay; Person-Focused Pay – Competency-Based, Pay-for-Knowledge, and Skill-Based pay.

Components of Compensation I: Core compensation: Base pay, Cost- of – living adjustment (DA), Bonus.

Components of Compensation II: Fringe compensation: Benefit policies, Statutory benefits – Gratuity, Provident fund, Employees' State Insurance, Employees' Compensation Act, Pension schemes; Discretionary benefits - Personal security, Financial assistance and Personal needs, Flexible benefits- Company cars, Holidays, Pensions, Insurance etc.

Contextual Influences on Compensation Practice: Prevailing wage laws, Labor unions as contextual influences, Inter industry, Wage differentials/ Compensation differentials. Job Evaluation: Concept of job evaluation, various kinds of job evaluation plans.

Surveying Market pay and Compensation Practices: Need and purpose of the survey, Designing a Survey, Types of Survey - Custom developed surveys and published compensation data surveys.

Designing Compensation Structure: Compensation designing process - Define a pay grade and develop a pay structure, Base pay and other compensation components for a team, Pay structure variations- broad banding and two- tier base plan.

International Compensation: International compensation programs, Expatriates Components of international programs, Main components - Setting expatriates base pay and Incentive compensation.

New Approaches: Variable performance linked pay (VPLP), Employee stock option plan, EVA, Cafeteria style of compensation.

Text Books

1. Bhattacharyya, D.K. (2015), "*Compensation Management*", 2nd Edition, New Delhi: Oxford University Press.
2. Martocchio, J.J. (2014), "*Strategic Compensation- A Human Resource Management Approach*", 7th Edition, New Delhi: Pearson Education.

Reference Books

1. Henderson, R.I. (2012), "*Compensation Management in Knowledge based World*", 10th Edition, New Delhi: Pearson Education.
2. Milkovich, G.T., Newman, J.M. and Venkat Ratnam, C.S. (2017), "*Compensation*", 12th Edition, New Delhi: McGraw Hill Education.

Strategic Brand Management

Course Code: MM401 **Course Credit: 3**

Course Objective

This course aims to develop students' understanding of the importance of brand equity as well as how to build, measure, and manage brand equity. It will cover topics in the utilities of branding, steps/process of building brands, methods of measuring brand equity, ways to leverage brand equity, strategies in managing brand portfolios, and management of brands over time, geographic boundaries, and market segments.

Course Content

Understanding the role of the Brand Manager, how it has evolved over time, key variables to be managed and the key deliverables. Brand and Brand Management: Commodities Vs Brands, The role of brands, Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, General Management success and Brand success, Understanding the impact technology has had on the marketing landscape and the way the management of a brand is progressively being shaped by a new and active participant – the consumer. The brand equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image. Brand Vision, Brand Objectives. Choosing brand Elements, Brand Leveraging and Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement., Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing and Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Rejuvenation and Re-launch, Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation, Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis. Define public relations, Identify the differences among advertising, publicity, press agency and PR. PR & its role in organizations. Examine the different publics of an organization.

Text Books

1. Aaker, D.A. (1996), "*Building Strong Brands*", New Delhi: Free Press.
2. Kapferer, J.N. (2012), "*The New Strategic Brand Management: Advanced Insights and Strategic Thinking*", 5th Edition, New Delhi: Kogan Page.
3. Keller, K.L., Parameswaran, M.G. and Jacob, I. (2013), "*Strategic Brand Management: Building, Measuring and Managing Brand Equity*", 3rd Edition, New Delhi: Pearson Education.
4. Richard, E. and Percy, L. (2007), "Strategic Brand Management", New Delhi: Oxford University Press.

Reference Books

1. Keller, K.L. (2008), "*Best Practice Cases in Branding: Lessons from the World's Strongest Brands*", 3rd Edition, New Delhi: Pearson Education.
2. Moorthi, Y.L.R. (2012), "*Brand Management*", 2nd Edition, New Delhi: S. Chand and Sons.
3. Sengupta, S. (2005), "*Brand Positioning: Strategies for Competitive Advantage*", 2nd Edition, New Delhi: McGraw Hill Education.

Integrated Marketing Communications

Course Code: MM402 **Course Credit: 3**

Course Objective

The objective of the course is to help students look at marketing communications with a holistic approach and to understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning.

Course Content

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, and Challenges in IMC.

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Types of advertising, advertising appropriation, advertising campaigns Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organization, Remuneration, client agency relationship, account Planning; Management of Advertising Agencies,

Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising.

Message Design-The Creative concept development; the creative processes of the different forms of IMC; Communication Models with reference to Advertising AIDA, Hierarchy of effects, Innovation, Adoption. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting, Role of Creativity in Copywriting.

Media Management - Media Types and their characteristics; Setting Media objectives; Media planning; Media Strategy; Media buying; and media research.

Emerging Concepts and Issues in Marketing Communications, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication. Corporate Communication, Public Relations – Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management.

Text Books

1. Clow, K.E. and Baack, D.E. (2016), "*Integrated Advertising, Promotion, and Marketing Communications*", 7th Edition, New Delhi: Pearson Education.
2. Shah, K. and D'Souza, A. (2009), "*Advertising and Promotions an IMC Perspective*", New Delhi: McGraw Hill Education.

Reference Books

1. Belch, G. and Belch, M. (2016), "*Advertising and Promotions: An Integrated Marketing Approach*", New Delhi: McGraw Hill Education.
2. Lane, R., King, K. and Russell, T. (2009), "*Kleppner's Advertising Procedure*", US: Pearson Education.
3. Percy, L. (2014), "*Strategic Integrated Marketing Communications*", 2nd Edition, New Delhi: Routledge.
4. Shimp, T.A. and Andrews, A.J.C. (2013), "*Advertising Promotion and Other Aspects of Integrated Marketing Communications*", 9th Edition, Cengage Learning.

Digital Marketing

Course Code: MM403 **Course Credit: 3**

Course Objective

Digital marketing course has been designed in such a way as it helps the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. Developing a successful digital marketing model is both an art and science. It involves the in depth knowledge of what is in the model, utilizing the right resources and collaborating marketing skills. Students get an opportunity to develop core business skills and competencies in various functional areas related to digital marketing; this would enable them to handle issues involving cross functional areas.

Course Content

Now and before of digital marketing - digital marketing for the 21st century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog.

Digital Marketing Management : Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process, Strategic web marketing plan, Budgeting, Channel. Online Reputation Management: Tools to monitor online brand reputation, Communication online best practices, online press releases, online newspaper, magazine ads, Google, Yahoo news. Search engine optimization marketing, online advertisement, Affiliate, Social media, Analytics. Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices. Introduction to social media, Examples and Uses of social media, How companies use social media, Impact of social media in search Benefits of social media: Case studies of social media, SEO for social media, How to get started in social media. Social media profile creation and optimization. Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience Effective Ads: Calculating ROI, Budget, Blogging for businesses Creative's & Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation. How Face book advertisement works: The 3 R's – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Face book Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions You Tube: You Tube branding, You Tube Ads, Getting started guide.

Text Books

1. Chaffey, D., Ellis-Chadwick, E., Johnston, K. and Mayer, R. (2000) "*Internet Marketing: Strategy, Implementation and Practice*", UK: Pearson Education.
2. Gay, Richard; Charlesworth, Alan and Esen, Rita (2007) "*Online Marketing: A Customer-led Approach*", New Delhi: Oxford University Press.

Reference Books

1. Afuah, A.N. and Tucci, C. (2003) "*Internet- Business Models and Strategies: Text and Cases*", 2nd Edition, New York: McGraw Hill Education.
2. Ahuja, V. (2016), "*Digital Marketing*", New Delhi: Oxford University Press.

SESSION 2019-2020

Syllabus

Bachelor of Commerce (Honours)
(w.e.f. 2019)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

REVISED

Bachelor of Commerce (Honours)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

Objective:

The undergraduate programme in commerce is structured to impart analytical skills and intellectual advancement to understand the complexities in the working of the present scenario. It seeks to expose the students to various concepts in economics, finance, accounts and research and encourage them to uphold logical integrity and objectivity in professional endeavours. The course provides a sound theoretical basis in finance and accounts theory supplemented by practical applications of theories. The course in statistics and business mathematics is developed to enable the students to lay a strong foundation in those areas of research that is frequently used to understand the various concepts of finance and accounting theory. The objective of statistics course is to cultivate statistical thinking among students by acquainting them with various statistical methods and their application in different fields of commerce.

The first batch of the programme in MUST is proposed to be admitted in the session 2017-2018.

Input Qualification:

Candidate should have passed 10+2 from a recognized board with at least 50% marks and having proficiency in English.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

B. Com. (Hons.)
Three-Year Programme
Academic Curriculum (2019-20 onwards)
First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Autumn Semester	**Core Courses**										
	BC 111	Financial Accounting	3	-	-	3	3	15	10	25	50
	BC 121	Business Laws	3	-	-	3	3	15	10	25	50
	BC 131	Business Statistics	3	-	-	3	3	15	10	25	50
	BC 141	Management Principles & Applications	3	-	-	3	3	15	10	25	50
	Ability Enhancement Compulsory Courses										
	MDC 003	Environmental Studies	3	1	-	4	3	15	10	25	50
	Generic Course										
	BC 151	Microeconomics	3	-	-	3	3	15	10	25	50
		Sub Total	**18**	**1**	**-**	**19**					
	GE 103	Proficiency (Non-Credit) #				1					

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Spring Semester	**Core Courses**										
	BC 112	Organisational Behaviour	3	-	-	3	3	15	10	25	50
	BC 122	Corporate Laws	3	-	-	3	3	15	10	25	50
	BC 132	Advanced Financial Accounting	3	-	-	3	3	15	10	25	50
	BC 142	Advanced Business Statistics	3	-	-	3	3	15	10	25	50
	Ability Enhancement Compulsory Courses										
	BC 152	Business Communication	3	-	-	3	3	15	10	25	50
	Generic Course										
	BC 162	Macroeconomics	3	-	-	3	3	15	10	25	50
		Sub Total	**18**	**-**	**-**	**18**					
	GE 104	Proficiency (Non-Credit) #				1					

B. Com. (Hons.)
Three-Year Programme
Academic Curriculum (2019-20 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Autumn Semester	**Core Courses**										
	BC 211	Income Tax Laws	4	-	-	4	3	15	10	25	50
	BC 221	Business Mathematics	4	-	-	4	3	15	10	25	50
	BC 231	Human Resource Management	3	-	-	3	3	15	10	25	50
	BC 241	Cost Accounting	3	-	-	3	3	15	10	25	50
	Skill Enhancement Compulsory Courses										
		Foreign Language-I#	3	-	-	3	3	15	10	25	50
		Mody University Elective	3	-	-	3	3	20	-	-	80
	Generic Course										
	BC 251	Principles of Insurance	3	-	-	3	3	15	10	25	50
		Sub Total	**23**	**0**	**0**	**23**					
	GE 203	Proficiency (Non-Credit) #				1					

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Spring Semester	**Core Courses**										
	BC 212	Indirect Tax Laws	3	-	-	3	3	15	10	25	50
	BC 222	Corporate Accounting	4	-	-	4	3	15	10	25	50
	BC 232	Management Accounting	3	-	-	3	3	15	10	25	50
	BC 242	Computer Applications in Business	3	-	-	3	3	15	10	25	50
	Skill Enhancement Course										
		Foreign Language-II#	3	-	-	3	3	15	10	25	50
		Mody University Elective	3	-	-	3	3	20	-	-	80
	Generic Course										
	BC 252	Investing in Stock Markets	3	-	-	3	3	15	10	25	50
		Sub Total	**22**	**0**	**0**	**22**					
	GE 204	Proficiency (Non-Credit) #				1					

B. Com. (Hons.)
Three-Year Programme
Academic Curriculum (2019-20 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Autumn Semester	BC 311	Principles of Marketing	3	-	-	3	3	15	10	25	50
	BC 321	Financial Management	3	-	-	3	3	15	10	25	50
	BC 331	Industrial Laws	3	-	-	3	3	15	10	25	50
	BC 341	Financial Markets, Institutions and Services	3	-	-	3	3	15	10	25	50
	BC 351	Operation research	4	-	-	4	3	15	10	25	50
	BC 361	Entrepreneurship	3	-	-	3		15	10	25	50
		Sub Total	**19**	**-**	**-**	**19**					
	GE 303	Proficiency (Non-Credit) #				1					

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Spring Semester	BC 312	Auditing and Assurance	3	-	-	3	3	15	10	25	50
	BC 322	Financial Analysis and Reporting	3	-	-	3	3	15	10	25	50
	BC 332	Business Ethics & Corporate Governance	3	-	-	3	3	15	10	25	50
	BC 342	Fundamentals of Investment	3	-	-	3	3	15	10	25	50
	BC 352	Project Management	3	-	-	3	3	15	10	25	50
	BC 362	**Dissertation** **	-	-	-	6	3				100
		Sub Total	**15**	**-**	**-**	**21**					
		Total Credits	**115**	**1**	**-**	**122**					
	GE 306	Proficiency (Non-Credit) #				1					

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE*** *: End Term Examination*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***Evaluation of Dissertation would comprise of Report and Viva-voce.*

FIRST YEAR
AUTUMN SEMESTER
(Semester – I)

BC 111 **Financial Accounting** **3-0-0-3**

Course Objective

To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only). [12]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers. [08]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance. [08]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment. [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 121 **Business Laws** **3-0-0-3**

Course Objective

The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.

Course Content

The Indian Contract Act, 1872: Contract – meaning, characteristics and kinds; Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects; Void agreements; Discharge of contract – modes of discharge including breach and its remedies; Contingent contracts; Quasi – contracts; Contract of Indemnity and Guarantee; Contract of Bailment; Contract. [14]

The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell; Conditions and warranties; Transfer of ownership in goods including sale by non-owners; Performance of contract of sale; Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer. [06]

The Limited Liability Partnership Act, 2008: Salient Features of LLP; Difference between LLP and Partnership, LLP and Company; LLP Agreement; Nature of LLP; Partners and Designated Partners; Incorporation Document; Incorporation by Registration, Registered office of LLP and change therein; Change of name; Partners and their Relations; Extent and limitation of liability of LLP and partners; Whistle blowing; Taxation of LLP; Conversion of LLP; Winding up and dissolution. [12]

The Information Technology Act 2000: Definitions under the Act; Digital signature; Electronic governance; Attribution, acknowledgement and dispatch of electronic records; Regulation of certifying authorities; Digital signatures certificates; Duties of subscribers; Penalties and adjudication; Appellate Tribunal; Offences. [07]

Text Books

1. Tulsian, P.C, "*Business Law"*, McGraw Hill, New Delhi.
2. Lee Reach, "*Business Laws"*, Oxford University Press, UK.

References:

1. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
2. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.
3. Kuchhal. M.C., "*Business Law*", Vikas Publishing House, New Delhi
4. *Information Technology Rules 2000 with Information Technology Act 2000*, Taxmann Publications Pvt. Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BC 131 **Business Statistics** **3-0-0-3**

Course Objective

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making.

Course Content

Introduction to Statistics: Meaning, Definition, Scope, uses and limitations of statistics, Collection of primary and secondary data, Classification and tabulation of data, Graphs of frequency distribution and Curves. **Measures of Central Tendency** - arithmetic mean, geometric mean and harmonic mean. Median and Mode (and other partition values including quartiles, deciles, and percentiles). [10]

Measures of Dispersion: absolute and relative, Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance. **Moments** - Calculation and significance,Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis. [09]

Correlation Analysis - Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; Rank Correlation **Regression Analysis** - Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression. [13]

Index Numbers: Meaning and uses of index numbers. Construction of index numbers: fixed and chain base: univariate and composite. Aggregative and average of relatives – simple and weighted, Tests of adequacy of index numbers, Base shifting, splicing and deflating, Problems in the construction of index numbers, Construction of consumer price indices. Important share price indices, including BSE SENSEX and NSE NIFTY [07]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hill New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods",* Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business",* Cengage Learning.

Note: Latest edition of text book and references must be used.

BC 141 **Management Principles & Applications** **3-0-0-3**

Course Objective

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Content

Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management. [08]

Planning: Types of Plan, Objectives of Planning, Planning process, SWOT, **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making. [12]

Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing. [12]

Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control. [07]

Text Books

1. Koontz, H. and Weihrich, H. *Essentials of Management*, Pearson Education.
2. Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi

References:

1. Luthans, F., "*Introduction to Management",* McGraw Hill.
2. Robbins, S. and Coulter, M.*Management,* Pearson Education.
3. Drucker P. F., *Practice of Management*, Mercury Books, London.
4. Griffin, R.W.,*Management Principles and Application*, Cengage Learning
5. Louis, A.Allen: Management and Organization; Mc Graw Hill, Tokyo.

Note: Latest edition of text book and references must be used.

MDC 003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:
i) Cultural Basics of our Environmental Crisis:
ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:
i) What has posterity ever done for me?
ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides.

Suggested Case Studies:
i) The tragedy of commons:
ii) We all live in Bhopal
iii) The Silent Spring; [06]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India.

Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply

[06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.
Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it.

[06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
e. **Judicial activism**

[11]

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

[04]

Text Books

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001)
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004)

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015)
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986)
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973)
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987)
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992)
7. Lester Brown, Christofer Favin, Sandra Postel, Vision of a Sustainable World, The Worldwatch Reader, Ed Lester R. Brown New York (1991)
8. W.P. Pruden and S.H. Anderson, Environmental Sciences, Charles. E., Meredith Publication, NY, USA(1983)

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

BC 151 **Microeconomics** **3-0-0-3**

Course Objective

To acquaint the students with the concepts of microeconomics dealing with consumer behaviour and producer behaviour and also understand the behaviour of firms under different market structures.

Course Content

Consumer Behaviour and Elasticity of Demand: Basic demand and supply analysis; Elasticity of demand: price, income and cross elasticity, point elasticity and arc elasticity, marginal revenue, average revenue and price elasticity of demand; Ordinal utility analysis of consumer behaviour: Budget line and indifference curve, consumer equilibrium. Income consumption curve and Engel curve, Price consumption curve and derivation of demand curve, Income and Substitution Effects of a price change; Consumers' Surplus; Revealed Preference theory. [08]

Production and Cost: Total, average and marginal product curves, Three stages of production, Production isoquants, marginal rate of technical substitution, economic region of production, Isocost lines, optimal combination of resources, the expansion path, returns to scale; **Cost of Production** - Concept of explicit costs, implicit costs and opportunity costs of production, derivation of short run and long run cost curves. Economies and Diseconomies of scale and the shape to the long run average cost. Learning curve and economies of scope. [12]

Perfect Competition: Assumptions, Equilibrium of the firm and the industry in the short run, Supply curve of firm and industry in the long run. Consumers' and Producers' Surplus and the efficiency of perfect competition. Welfare effects of an excise tax. [06]

Imperfect Competition: Monopolistic competition - price and output decision in the short run and long run, monopolistic competition and economic efficiency.

Monopoly: Monopoly short run and long run equilibrium. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. Comparison of pure competition and monopoly and the social costs of monopoly power including deadweight loss. Degree of price discrimination.

Oligopoly and Interdependence: Cournot's duopoly model (with reaction curves), kinked demand curve model, dominant firm price-leadership model, centralized cartels. Prisoners' Dilemma. [13]

Text Books

1. Dwivedi, D. N., " *Principles of Economics*", Vikas Publishing House New Delhi.
2. Deepashree, "*Microeconomics-Theory & Applications"*, Mc Graw Hill, New Delhi.

References:

1. Salvatore, Dominick, "*Principles of Microeconomics"*, Oxford International Student Edition.
2. Gould, J.P., and Lazear, E.P., "*Microeconomic Theory"*, All India Traveller Bookseller, New Delhi.
3. Pindyck, R.S., D. L. Rubinfeld and Mehta, P. L., "*Microeconomics"*, Pearson Education.
4. Koutsoyiannis A., "*Modern micro-economics*", Macmillan New Delhi.
5. Stigler, G., "*The Theory of price*", Prentice Hall Of India, New Delhi.
6. Jhingan M.L., "*Micro Economic Theory*", Vrinda Publications Pvt. Ltd., Delhi.

Note: Latest edition of text book and references must be used.

FIRST YEAR
SPRING SEMESTER
(Semester – II)

BC 112 **Organisational Behaviour** **3-0-0-3**

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content

Introduction: Organisational Theories - Classical, Neo-classical and Contemporary. Organisational Behaviour: concepts, determinants, challenges and Formal and Informal structures; Flat and Tall structures. Opportunities of OB. Contributing disciplines of OB. Organizational Behaviour Models. **Individual Behaviour:** Personality- Type A and B, Big Five personality types, Factors influencing personality; **Values and Attitudes**- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes, measurement of attitude; **Learning** - Concept and Learning theories and reinforcement, Schedules of reinforcement; **Perception and Emotions**- Concept, Perceptual process, Importance, Factors influencing perception, perceptual errors and distortions, Emotional Intelligence. [15]

Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making. Nominal group technique and Delphi technique. Communication and Feedback, Models of Communication. Transactional Analysis, Johari Window. [05]

Motivation: Meaning and Importance of motivation, Theories- Vroom's Valence - Expectancy Theory, Intrinsic motivation by Ken Thomas .Behaviour modification, Motivation and organisational effectiveness, Measurement of motivation using standard questionnaire; **Leadership, Power and Conflict:** Concept and theories, Styles of leadership, Behavioural approach, Situational approach, Leadership effectiveness. Power and conflict. Bases of power, power tactics; Sources of conflict, Conflict Resolution Strategies. [11]

Dynamics of Organisational Behaviour: Organisational Culture and climate- Concept and determinants of organisational culture. Developing Organizational culture. Organisational change- Importance, Stability vs. Change, Proactive vs Reaction Change, Change Process, Managing Change. Individual and organisational factors to stress; Work Stressors, Consequences of stress on individual and organization; Prevention and Management of stress. [08]

Text Books

1. Stephen P. Robbins, Timothy A. Judge, and Vohra Neharika (2017), *"Organizational Behavior"*, 16th Edition, New Delhi, Pearson Education.
2. John W. Slocum and Don Hellriegel (2007), Fundamentals of Organizational Behavior", 1st Edition, New Delhi, Thomson.

References:

1. Fred Luthans (2013), *"Organizational Behavior-An Evidence-Based Approach"*, 12th Edition, New Delhi, McGraw Hill.
2. Margie Parikh and Rajen Gupta (2010), *"Organizational Behavior", 1st Edition*, New Delhi, McGraw Hill.
3. Udai Pareek and Sushama Khanna (2011), "*Understanding Organizational Behavior"*, 3rd Edition, New Delhi, Oxford University Press.

Note: Latest edition of text book and references must be used.

BC 122 **Corporate Laws** **3-0-0-3**

Course Objective

To impart basic knowledge of the provisions of the Companies Act 2013 and the Depositories Act, 1996. Case studies involving issues in corporate laws are required to be discussed.

Course Content

Introduction: Administration of Company Law [including National Company Law Tribunal (NCLT), Appellate Tribunal (NCLAT), Special Courts; characteristics of a company; common seal; lifting of corporate veil; types of companies including private and public company, government company, foreign company, one person company, small company, associate company, dormant company, producer company; association not for profit; illegal association; formation of company, promoters and their legal position, pre incorporation contract and provisional contracts; on-line registration of a company. [10]

Documents: Memorandum of association and its alteration, articles of association and its alteration, doctrine of constructive notice and indoor management, prospectus, shelf prospectus and red herring prospectus, misstatement in a prospectus; GDR; book building; issue, allotment and forfeiture of shares, calls on shares; public offer and private placement; issue of sweat capital; employee stock options; issue of bonus shares; transmission of shares, buyback and provisions regarding buyback; share certificate; D-Mat system; membership of a company. [10]

Management and Meetings: Classification of directors, additional, alternate and adhoc director; women directors, independent director, small shareholders' director; director identity number (DIN); appointment, who can appoint a director, disqualifications, removal of directors; legal position, powers and duties; key managerial personnel, managing director, manager; meetings of shareholders and board; types of meeting, convening and conduct of meetings, requisites of a valid meeting; postal ballot, meeting through video conferencing, e-voting; committees of board of directors – audit committee, nomination and remuneration committee, stakeholders relationship committee, corporate social responsibility committee; prohibition of insider trading. [12]

Dividends, Accounts, Audit: Provisions relating to payment of dividend, provisions relating to books of account, provisions relating to audit, auditors' appointment, rotation of auditors, auditors' report, secretarial standards and secretarial audit; on-line filing of documents, winding up - concept and modes of winding up.

The Depositories Act 1996: Definitions; rights and obligations of depositories; participants, issuers and beneficial owners; inquiry and inspections, penalties. [07]

Text Books

1. Majumdar, A.K., and G.K. Kapoor, "*Company Law and Practice*", Taxmann, New Delhi.
2. *Companies Act and Corporate Laws*, Bharat Law House Pvt Ltd, New Delhi.

References:

1. Gowar, LCB, *Principles of Modern Company Law*, Stevens & Sons, London.
2. Ramaiya, *A Guide to Companies Act*, LexisNexis Buttersworth wadhwa.
3. Hanningan, Brenda, *Company Law*, Oxford University Press, U.K.
4. The Depositories Act, 1996.

Note: Latest edition of text book and references must be used.

BC 132 **Advanced Financial Accounting** **3-0-0-3**

Course Objective

To acquire conceptual and practical knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Accounting for Hire Purchase and Installment System: Calculation of interest ,partial and full repossession, Hire purchase trading (total cash price basis), stock and debtors system; Concepts of Lease - Operating and Financial lease (theory only). **Accounting for Branches:** Concept of dependent branches; accounting aspects; debtors system, stock and debtors system, branch final accounts system and whole sale basis system, Independent branches; Concept-accounting treatment: important adjustment entries and preparation of consolidated profit and loss account and balance sheet. [15]

Accounting for Dissolution of the Partnership Firm: Accounting of Dissolution of the Partnership Firm including Insolvency of partners, sale to a limited company and piecemeal distribution. [05]

Departmental Accounts: Meaning and purpose, allocation of expenses, inter-departmental transfers. [08]

Royalty: Meaning and features**,** Types- Mining, Patent & Copyright**,** Minimum or dead rent, Short-workings and Excess-workings, Royalties receivable and Sublease. **Financial Statements for Not-for-Profit Organisations** [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 142 **Advanced Business Statistics** **3-0-0-3**

Course Objective

To equip the students with statistical techniques applicable to the solutions of business problems. The emphasis will be on applications of concepts and tools to various business related problems and gain understanding of statistical techniques.

Course Content

Time Series Analysis: Time Series Data; Components of time series. Additive and multiplicative models; Trend analysis. Fitting of trend line using principle of least squares – linear, second degree parabola and exponential. Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa; Moving averages; Seasonal variations- Calculation of Seasonal Indices using Simple averages, Ratio-to- trend, and Ratio-to-moving averages methods. **Permutations and Combinations:** Meaning and applications. [12]

Probability: Theory of Probability. Approaches to the calculation of probability, Calculation of event probabilities. Addition and multiplication laws of probability (Proof not required), Conditional probability and Bayes' Theorem (Proof not required), Mathematical Expectation and variance of a random variable. [08]

Probability distributions:

(a) Binomial distribution: Probability distribution function, Constants, Shape, Fitting of binomial distribution

(b) Poisson distribution: Probability function, (including Poisson approximation to binomial distribution), Constants, Fitting of Poisson distribution

(c) Normal distribution: Probability distribution function, Properties of normal curve, Calculation of probabilities. [11]

Sampling Concepts, Sampling Distributions and Estimation: Population and samples, Parameters and Statistics, Sampling and non sampling error, Sampling methods including Simple Random sampling, Stratified sampling, Systematic sampling, Judgement sampling and Convenience sampling, Interval Estimation. [08]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hilln New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods",* Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business"*, Cengage Learning.

Note: Latest edition of text book and references must be used.

BC 152 **Business Communication** **3-0-0-3**

Course Objective

To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Course Content

Introduction: Nature, Process and Importance of Communication, Types of Communication (verbal & Non Verbal), Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers. **Non-Verbal Aspects of Communication:** Body language, Kinesics, Proxemics, Para language [10]

Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter -office Memo, Notices, Agenda, Minutes, Job application letter, preparing the resume. **Effective Listening:** Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars [10]

Report Writing: Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports. [08]

Business language and presentation: Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English. Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids. **Technology and Business Communication:** Role, effects and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e-communication. [11]

Text Books

1. Kaul, "*Business Communication*", Prentice Hall, New Delhi.
2. Gupta, C.B., "*Business Communication*", Sulthan Chand & Sons, New Delhi.

References:

1. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Bovee, and Thill, *Business Communication Today*, Pearson Education
3. Shirley, Taylor, *Communication for Business*, Pearson Education
4. Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH
5. Sharma, R.C., and Krishna Mohan, "*Business Correspondence and Report Writing*", Tata McGraw-Hill Publishing Company Limited, New Delhi.

Note: Latest edition of text book and references must be used.

BC 162 **Macroeconomics** **3-0-0-3**

Course Objective

To provide the student with knowledge of basic concepts of the macro economics and modern tools of macro-economic analysis. Macroeconomics is concerned with the vital economic issues that determine your own economic well-being as well as that of whole family and everyone you know. Macroeconomics is the study of the major economic totals, or aggregates.

Course Content

Introduction: Concept and Variables of macroeconomics, Income, Expenditure and The Circular flow, Components of expenditure. Consumption, Saving and Investment and S-I approach, Multiplier (two sector) and Numerical. Static macro economic analysis short and the long run – Determination of supply, Determination of demand, and Conditions of equilibrium.
Meaning, Objective and Instruments of fiscal and monetary policy, AD-AS approach; Determination of aggregate demand, Shifts in aggregate demand, Aggregate supply in the short and long run, and Aggregate demand- Aggregate supply analysis. Economy in the short run IS–LM framework. [12]

Inflation - Causes and Effect of rising and falling inflation, Demand pull and Cost push inflation and Measures to control inflation, Inflation and interest rates, Social costs of inflation. **Unemployment** – Natural rate of unemployment, Frictional and wait unemployment. Labour market and its interaction with production system. Phillips curve, Trade-off between inflation and unemployment, Sacrifice ratio, Role of expectations adaptive and rational. [08]

Open economy – Flows of goods and capital, Saving and Investment in a small and a large open economy, Exchange rates; Fixed and Flexible, **Mundell** – Fleming model with fixed and flexible prices in a Small Open economy with fixed and with flexible exchange rates, Interest rate differentials case of a Large economy. Balance of payments, Trade balance, Current and Capital Account, Autonomous and accommodating transactions and Measures to control disequilibrium on BOP. [11]

Behavioral Foundations- Investment – Determinants of business fixed investment, Effect of tax, Determinants of residential investment and Inventory investment. **Demand for Money** – Portfolio and transactions theories of demand for Real balances, Interest and Income Elasticities of demand for real balances. Supply of money. [08]

Text Books

1. Dwivedi, D. N., " *Macroeconomics - Theory & Practice*", Tata McGraw Hill, New Delhi.
2. Ahuja, H.L., "*Business Economics*", S.Chand & Company, New Delhi.

References:

1. Dornbusch, Rudiger, and Stanley Fischer,"*Macroeconomics"*, McGraw-Hill.
2. Mankiw, N. Gregory, "*Macroeconomics",* Macmillan Worth Publishers New York, Hampshire,U.K.
3. Salvatore, Dominick. "*International Economics",* John Wiley & Sons Singapore.
4. Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
5. Olivier Blanchard, "Macroeconomics", Pearson Education, Inc.
6. Neils & Parker, "*The Essence of Business Economics*",Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

SECOND YEAR
AUTUMN SEMESTER
(Semester – III)

BC 211 **Income Tax Laws** **4-0-0-4**

Course Objective

To provide basic knowledge and equip students with application of principles and provisions of Income-Tax Act, 1961.

Course Content

Basic concept: Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, Maximum marginal rate of tax, Permanent Account Number (PAN), Residential status; Scope of total income on the basis of residential status, Exempted income under section 10. [05]

Computation of income under different heads
- Salaries
- Income from House Property
- Profit and gains of business or profession
- Capital Gains [21]

Computation of income under different heads - Income from other sources

Total income and tax computation
- Deemed Incomes
- Aggregation of Income and set-off and carry forward of losses
- Deduction from Gross total income
- Rebates and reliefs
- Computation of Total Income of individuals, Hindu Undivided Family and Firms
- Tax Liability of an Individual, Hindu Undivided Family and Firms [21]

Preparation of return of income:
- Manually
- On-line filing of Returns of Income & TDS
- Provision & Procedures of Compulsory On-Line filing of returns for specified assesses [05]

There shall be a practical examination of 10 Marks on E-filling of Income Tax Returns using a software utility tool. The student is required to fill appropriate Form and generate the XML file.

Text Books

1. Ahuja, Girish and Gupta Ravi., "*Systematic Approach to Income Tax",* Bharat Law House, Delhi.
2. Singhania, Vinod K. and Monica Singhania., "*Students' Guide to Income Tax", University Edition*. Taxmann Publications Pvt. Ltd., New Delhi.

References:

1. Pagare, Dinkar., "*Law and Practice of Income Tax*", Sultan Chand and Sons, New Delhi.
2. Prasad Bhagwati, "*Income Tax Law and Practice*", Willey Publications, New Delhi.
3. Mehrotra H.C., "*Income Tax Law and Accounts*", Sahitya Bhawan, Agra.
4. Chandra Mahesh and Shukla D.C., "*Income Tax Law and Practice*", Pragati Publications, New Delhi
5. Excel Utility available at *incometaxindiaefiling.gov.in*

Note: Latest edition of text book and references must be used.

BC 221 **Business Mathematics** **4-0-0-4**

Course Objective

To familiarize the students with the basic mathematical tools with emphasis on applications to business and economic situations.

Course Content

Matrices and Determinants: Algebra of matrices. Inverse of a matrix, Matrix Operation – Business Application; Solution of system of linear equations (having unique solution and involving not more than three variables) using matrix inversion Method and Cremer's Rule, The Leontief Input Output Model (Open Model Only). [10]

Calculus I: Mathematical functions and their types- linear, quadratic, polynomial, exponential, logarithmic and logistic function. Concepts of limit, and continuity of a function; Concept and rules of differentiation; Maxima and Minima involving second or higher order derivatives; Concept of Marginal Analysis, Concept of Elasticity, Applied Maximum and Minimum Problems including effect of Tax on Monopolist's Optimum price and quantity, Economic Order Quantity. [16]

Calculus II: Partial Differentiation. Partial derivatives up to second order. Homogeneity of functions and Euler's theorem. Total differentials. Differentiation of implicit functions with the help of total differentials; Maxima and Minima in cases of two variables involving not more than one constraint including the use of the Lagrangean multiplier. **Integration** - Standard forms. Methods of integration – by substitution, by parts and by use of partial fractions. Definite integration. Finding areas in simple cases; Application of Integration to marginal analysis. Consumer's and Producer's Surplus, Rate of Sales; the Learning Curve. [15]

Mathematics of Finance: Rates of interest-nominal, effective– and their inter-relationships in different compounding situations; Compounding and discounting of a sum using different types of rates; Types of annuities, like ordinary, due, deferred, continuous, perpetual, and their future and present values using different types of rates of interest. Depreciation of Assets. Valuation of simple loans and debentures. Sinking Fund. [11]

Text Books

1. Singh J. K., "*Business Mathematics*", Himalaya Publishing House.
2. Kapoor V.K., "*Business Mathematics*", Sultan Chand & Sons, Delhi.

References:

1. Anthony, M. and N. Biggs., "*Mathematics for Economics and Finance*", Cambridge University Press.
2. Ayres, Frank Jr., "*Theory and Problems of Mathematics of Finance*", Schaum's Outlines Series. McGraw Hill Publishing Co.
3. Budnick, P., "*Applied Mathematics",* McGraw Hill Publishing Co.
4. Dowling, E.T., "*Mathematics for Economics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Wikes, F.M., "*Mathematics for Business, Finance and Economics*",Thomson Learning.

Note: Latest edition of text book and references must be used.

BC 231 **Human Resource Management** **3-0-0-3**

Course Objective

To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Content

Human Resource Management: Concept and functions; Role, status and competencies of HR manager; HR policies; Evolution of HRM; Emerging challenges of human resource management - Workforce diversity, empowerment, downsizing, VRS, work life balance. **Acquisition of Human Resource:** Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment – concept and sources; Selection – concept and process; Test and interview; Placement, induction and socialization; Retention. [12]

Training and Development: Concept and importance; Role specific and competency based training; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing. [08]

Performance Appraisal and Compensation Management: Performance appraisal- Nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counselling; Job changes - Transfers and promotions, Human resource audit; **Compensation** - Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Job evaluation. [10]

Maintenance of employees and Emerging Horizons of HRM: Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations- An overview; Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; e-HRM; Human Resource Information System and e-HRM; Impact of HRM practices on organisational performance; HR audit, Contemporary issues in human resource management. [09]

Text Books

1. Aswathappa, K., "*Human Resource Management",* Tata McGraw-Hill, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management"*, Wiley, India.

References:

1. Pande Sharon and Basak Swapnalekha (2012), "*Human Resource Management-Text and Cases*", 1st Edition, New Delhi, Pearson Education.
2. Mondy, A. W. and Noe, R. M., "*Human Resource Management"*, Pearson Education.
3. Rao, V. S. P., "*Human Resource Management: Text and Cases"*, Excel Books.

Note: Latest edition of text book and references must be used.

BC 241 **Cost Accounting** **3-0-0-3**

Course Objective

To acquaint the students with basic concepts used in cost accounting and various methods involved in cost ascertainment systems, and use of costing data for planning , control and decision making.

Course Content

Introduction: Meaning, objectives and advantages of cost accounting, Difference between financial, cost, and management accounting and. Cost concepts and classifications, Installation of a costing system. Role of a cost accountant in an organization. [04]

Elements of Cost:

a. Materials: Material/inventory control- concept and techniques, Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues – FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard, Treatment of Material Losses.

b. Labour: Accounting and Control of labour cost, time keeping and time booking, concept and treatment of idle time, over time, labour turnover and fringe benefits.

c. Overhead: Classification, allocation, apportionment and absorption of overhead. Under- and over-absorption. Capacity costs. Treatments of certain items in costing, like interest on capital, packing expenses, debts, research and development expenses, Activity – Based Costing. [16]

Methods of Costing: Unit costing, Job costing. Contract Costing. Process costing (process losses and gains, valuation of work in progress, joint and by-products) Service costing. Accounting Systems: Integral and non-integral systems, Reconciliation of cost and financial accounts. [14]

Budgeting and budgetary control: Concept of budget and budgetary control, objectives, merits, and limitations, Budgeting process, Functional budgets, Cash budget, Fixed and flexible budgets, Zero base budget, Programme and performance budgets. [05]

Text Books

1. Lal, Jawahar and Srivastava s. , "*Cost Accounting*", McGraw Hill Publishing Co., New Delhi.
2. Arora, M.N., "*Cost Accounting – Principles and Practice",* Vikas Publishing House, New Delhi.

References:

1. Horngreen, Charles T., George Foster and Srikant M. Dattar, "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
2. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
3. Nigam, B.M. Lall and I.C. Jain., "*Cost Accounting: Principles and Practice*", Prentice Hall of India, New Delhi.
4. Bhattacharya, "*Principles & Practice of Cost Accounting*", Prentice Hall of India, Delhi
5. Tulsian, P.C., "*Practical Costing*", Vikas Publishing House, New Delhi

Note: Latest edition of text book and references must be used.

Foreign Language – I **3-0-0-3**

Offered by College of Arts, Science and Humanities

Mody University Elective **3-0-0-3**

Offered by different Colleges of University

BC 251 **Principles of Insurance** **3-0-0-3**

Course Objective

To develop an understanding among students about identifying analyzing and managing various position to understand principles of insurance and its usefulness in business, along with its regulatory framework.

Course Content

Introduction: Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Disaster Risk Management, Risk Retention and Transfer. **Concept** of Insurance, Need for Insurance, Globalization of Insurance Sector, Reinsurance, Co-insurance, Assignment. Endowment [08]

Nature of Insurance Contract, Principle of Utmost Good Faith, Insurable Interest, proximit cause, contribution and subrogation, Indemnity, Legal Aspects of Insurance Contract, Types of Insurance, Life Insurance Act 1956, Basic elements of life Insurance, Life insurance companies in India, types of Insurance policies, important plans of life Insurance, Issue of life Insurance, calculation of premium, settlement of claims, maturity claims by death. [12]

General Insurance: Fire and Motor Insurance, Health Insurance, Marine Insurance, Automobile Insurance. [10]

Legal Framework: Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Computation of Insurance Premium.
Regulatory Framework of Insurance: Role, Power and Functions of IRDA, Composition of IRDA, IRDA Act'1999. [09]

Text Books

1. Mishra, M. N., *Principles and Practices of Insurance*, S. Chand and Sons.
2. Crane, F., *Insurance Principles and Practices*, John Wiley and Sons, New York.

References:

1. Dinsdale, W.A., *Elements of Insurance*, Pitaman.
2. Black, K. and H.D. Skipper, *Life and Health insurance*, Pearson Education
3. Gupta. P.K, *Insurance and Risk Management*, Himalaya Publishing House.
4. Vaughan, E. J. and T. Vaughan, *Fundamentals of Risk and Insurance*, Wiley & Sons
5. Hansell, D.S., *Elements of Insurance*, Macdonald& Evans Ltd.
6. All the three modules of Insurance and Risk Management by Institute of Chartered Accountants of India
7. George, E. Rejda, *Principles of Risk Management and Insurance*, Pearson Education.
8. Dorfman, Marks S., *Introduction to Risk Management and Insurance*, Pearson

Note: Latest edition of text book and references must be used.

SECOND YEAR
SPRING SEMESTER
(Semester – IV)

BC 212 **Indirect Tax Laws** **3-0-0-3**

Course Objective

To acquire the ability to analyze and interpret the provisions of goods and services tax law and recommend solutions to practical problems. To develop an understanding of the customs laws and acquire the ability to analyze and interpret the provisions of such laws.

Course Content

Constitutional aspects - Levy and collection of CGST and IGST - Application of CGST/IGST law; Concept of supply including composite and mixed supplies, inter-State supply, intra-State supply, supplies in territorial waters; Charge of tax; Exemption from tax; Composition levy, Place of supply, Time and Value of supply, Input tax credit, Computation of GST liability [10]

Procedures under GST - All procedures including registration, tax invoice, credit and debit notes, electronic way bill, accounts and records, returns, payment of tax including reverse charge, refund, job work, Provisions relating to electronic commerce, Liability to pay in certain cases, Administration of GST; Assessment and Audit, Inspection, Search, Seizure and Arrest, Demand and Recovery, Offences and Penalties, Advance Ruling, Appeals and Revision, Other provisions [10]

Customs Law as contained in the Customs Act, 1962 and the Customs Tariff Act, 1975- Introduction to customs law including Constitutional aspects, Levy of and exemptions from customs duties - All provisions including application of customs law, taxable event, charge of customs duty, exceptions to levy of customs duty, exemption from custom duty, Types of customs duties, Classification and valuation of imported and export goods, Officers of Customs; Appointment of customs ports, airports etc. [10]

Import and Export Procedures - All import and export procedures including special procedures relating to baggage, goods imported or exported by post, stores, Provisions relating to coastal goods and vessels carrying coastal goods, Warehousing, Drawback, Demand and Recovery; Refund, Provisions relating to prohibited goods, notified goods, specified goods, illegal importation/exportation of goods, Searches, seizure and arrest; Offences; Penalties; Confiscation and Prosecution, Appeals and Revision; Advance Rulings; Settlement Commission, Other provisions. [09]

Text Books

1. Patel & Chaudhary., *Indirect Tax Laws*, Chaudhary Prakashan, Jaipur
2. Singhania, V. K. and Monica Singhania, *Student Guide to Indirect Tax Laws*, Taxmann's New Delhi.

References:

1. Sisodia Pushpendra, *Indirect Tax Laws*, Bharat Law House.
2. Ahuja, G. & Ravi Gupta, "*Practical Approach to Direct and Indirect Taxes*", Bharat Law House.
3. Datey, V.S., "*Indirect Taxes Law and Practice*", Taxmann's New Delhi.
4. Sareen, V.K. and Sharma Ajay, "*Indirect Tax Laws*", Kalyani

Note: Latest edition of text book and references must be used.

BC 222 **Corporate Accounting** **4-0-0-4**

Course Objective

To help the students to acquire the conceptual knowledge of the corporate accounting and to understand the various techniques of preparing the accounting and financial statements.

Course Content

Accounting for Share Capital & Debentures: Issue, forfeiture and reissue of forfeited shares- concept & process of book building. Issue of rights and bonus shares. Buy back of shares. Redemption of preference shares. Issue and Redemption of Debentures. [12]

Final Accounts: Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration. Disposal of company profits. **Valuation of Goodwill and Valuation of Shares -** Concepts and calculation . [14]

Amalgamation of Companies: Concepts and accounting treatment as per Accounting Standard: 14 (ICAI) (excluding inter company holdings). Internal reconstruction: concepts and accounting treatment excluding scheme of reconstruction. **Accounts of Holding Companies/Parent Companies:** Preparation of consolidated balance sheet with one subsidiary company. Relevant provisions of Accounting Standard: 21 (ICAI). [13]

Liquidation of Companies: Types of liquidation, Preparation of Statement of Affairs and Deficiency Account (Surplus), Liquidator's Final Statement of Account, 'B' list of Contributories. **Banking Companies:** Difference between balance sheet of banking and non banking company; prudential norms. Asset structure of a commercial bank. Non-performing assets (NPA). [13]

Text Books

1. Sehgal & Sehgal, "Advanced Accountancy – I&II", Taxmann publications, Delhi
2. Maheshwari, S.N. and Maheshwari, S. K., "*Corporate Accounting"*, Vikas Publishing House, New Delhi.

References:

1. Shukla, M.C., Grewal, T.S. and Gupta, S.C., "*Advanced Accounts"*. Vol.-II. S. Chand &Co., New Delhi.
2. Gupta R.L., Radhaswamy M, "Company Accounts", Sultan Chand and Sons, Delhi.
3. Maheshwari S.N., "Corporate Accounting", Vikas Publishing House, New Delhi.
4. Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi.
5. Rajasekaran, V. & Lalitha, R., *"Corporate Accounting",* Pearson, New Delhi.

Note: Latest edition of text book and references must be used.

BC 232 **Management Accounting** **3-0-0-3**

Course Objective

To provide the students knowledge about use of costing anf financial data for planning,control and decision making.

Course Content

Introduction: Meaning, Nature and Scope and functions of management accounting, Role of management accounting in decision making, Management accounting vs. Financial accounting, Tools and techniques of management accounting.Difference between cost accounting and management accounting, cost control, cost reduction, cost management. [08]

Standard costing and variance analysis: Meaning of standard cost and standard costing: advantages, limitations and applications, Variance analysis – material, labour, overhead and sales variances, Disposition of variances, Control ratios. [12]

Absorption versus variable costing: Distinctive features and income determination Cost-Volume-Profit Analysis: Break-even analysis-algebraic and graphic methods. Contribution / sales ratio, key factor. Margin of safety. Angle of incidence. Determination of cost indifference point. [10]

Decision making: Costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, exploring new market, make or buy, product mix, operate or shut down, seller process further. **Responsibility Accounting:** Concept, Significance, Different Responsibility Centers, Divisional Performance Measurement – Financial Measures. [09]

Text Books

1. Khan, M.Y. and P.K. Jain., "*Management Accounting*", Tata McGraw Hill, Publishing
2. Lal, Jawahar., "*Advanced Management Accounting- Text and Cases*", S. Chand & Co., New Delhi.

References:

1. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
2. Horngreen, Charles T., George Foster and Srikant M. Dattar., "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
3. Kalpan R.S. and Atkinson A.A., "*Advanced Management Accounting*", Prentice Hall India.
4. Anthony, Robert & Reece, et al, "*Principles of Management Accounting*", Richard Irwin Inc.
5. Pandey I.M., "*Financial Management*", Vikas Publishing House, New Delhi.

Note: Latest edition of text book and references must be used.

BC 242 **Computer Application in Business** **3-0-0-3**

Course Objective

To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

Course Content

Introduction: Introduction to Computer-Characteristics of Computers, The Computer System, Parts of Computers); Computer H/W Setup, Configuration, Networking, Mobile H/W Device and types wireless Networking; Operating System- Introduction to Operating Systems, An overview of various Computer & Mobile OS & Application (UNIX / Linux, DOS, Windows, Android, windows mobile, iOS Like), Features of latest Windows Operating Systems & its Management & Networking (Installation, backup, security, User control), Usage of payment gateways. [08]

Introduction to essential tools: Introduction to facilities & commonly used features of:

a) **Word:** Working with word document, Inserting, filling and formatting a table, Mail Merge including linking with Access Database, Creating Macros -Sending E-mail from Word Import / Export of files Converting Word Document to Web Document, PDF files Hyperlinks; OLE Security features in MS-Word - Protection of Documents - Password for Documents - Checking for viruses in macros, referencing, creating bibliography, manage sources and citations, review documents.

b) **PowerPoint:** Preparing Presentations,Slides,Handouts,Speaker's Notes - Outlines - Media Clips - Charts – Graphs, Adding the Transitions to the Slide Show - Special effects in detail, - Setting Slide timings.

c) **Excel:** Creating a work book, Rearranging Worksheet, Organizing Charts and graphs, Ranges and Functions & Formulae: Mathematical, Statistical Financial Functions such as NPV (Net present value), Future value, IRR (Internal Rate of Return), EMI (Equated Monthly Installments, Compounding Yearly, periodic and monthly) - Auto Calculate Using Names in a Formula, Formula Editing, Macros, Consolidation of Data & Data Analysis - Sorting List, Filter & More Filtering Techniques - Consolidate data in multiple worksheets - What-if analysis, Goal Seek Scenario Manager, Solver, Lookup Function - Sub Totals, Nested-IF, Statistical Analysis; Data Validation & Protection - Create a drop-down list from a range of cells - Apply data validation to cells - Copy data validation setting, remove data validation - Find cell that have data validation, protect cell data, using password to protect sheet and workbook. - Use validation to create dependent list; Pivot table Reports & Pivot Chart Reports. [12]

Using MS Excel for Data Analysis & Reporting Features:

Using spreadsheet for following purposes and making reports:

- Loan & Lease statement
- Ratio Analysis.
- Payroll statements
- Capital Budgeting
- Depreciation Accounting
- Graphical representation of data
- Frequency distribution and its statistical parameters
- Correlation and Regression [10]

RDBMS Concepts & Access: RDBMS Concepts, Terminology, Models - RDBMS, Data Modelling using ERD, DB Design using Normalization; Access Creating Databases & Tables – An Introduction; Event Handling & Report Generation; Using Macros; Using

Queries through Case Study.
Structured Query Language (SQL): Introduction to Data Definition Language Statements & Data Manipulation Language Statements (Creating Tables, Selecting Data, Inserting Data, Updating Records, Dropping a Table, Querying Database, Aggregating Data, Grouping, Ordering Data, Joining Tables etc.) & Case Studies.
CAAT Tools: Capabilities & Importing Data from Accounting & other Application Systems - An Introduction; Analytical Reports, Duplicates/ Gaps. Sorting & Charting; Stratification, Summarization, Statistics & Aging - An Introduction; Sampling, Macros and Audit Trail. [09]

Text Books

1. Rajaraman, V., *Introduction to Information Technology*, PHI.
2. Hall, J.A., "*Accounting Information System"*, South-Western College Publishing.

References:

1. Boockholdt, J.L., "*Accounting Information System: Transaction Processing and Control"*, Irwin Mcraw-Hill.
2. Gelinas, Ulric J., and Steve G. Sutton, *Accounting Information System*, South Western Thomson Learning.

Note: Latest edition of text book and references must be used.

Foreign Language – II 3-0-0-3

Offered by College of Arts, Science and Humanities

Mody University Elective 3-0-0-3

Offered by different Colleges of University

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BC 252 **Investing in Stock Markets** **3-0-0-3**

Course Objective

This paper intends to provide basic skills to operate in stock market and the ways of investing in it. It will enable the student to take up investment in stock market independently.

Course Content

Investing Fundamentals: Types of Investment – Equity Shares, IPO/ FPO,Bonds. Indian Securities Market: the market participants, trading of securities, security market indices. Sources of financial information. Role of Stock Exchange, Stock exchanges in India: BSE, NSE, MCX. Buying and selling of stocks: using brokerage and analysts' recommendations. Use of limit order and market order. [08]

Stock Analysis and Valuation: Online trading of stocks. Understanding stock quotations, types and placing of order. Risk: its valuation and mitigation, Analysis of the company: financial characteristics (as explained by ratio analysis, future prospects of the company, assessing quality of management using financial and non-financial data, balance sheet and quarterly results, cash flows and capital structure). Comparative analysis of companies, Stock valuations: using ratios like PE ratio, PEG ratio, Price Revenue ratio. Use of Historic prices, simple moving average, basic and advanced interactive charts. Examining the shareholding patter of the company. Pitfalls to avoid while investing: high P/E stocks, low price stocks, stop loss, excess averaging. [12]

Investing in Mutual Funds: Background on Mutual Funds: Advantages of investing in Mutual funds. Motives of mutual fund investments, Net Asset Value, Types of Mutual funds: Open ended, close ended, equity, debt, hybrid, money market, Load vs. no load funds, Factors affecting choice of mutual funds. CRISIL Mutual Fund Ranking and its Usage. [11]

Understanding Derivatives: Futures, Options, trading in futures and options. Understanding stock market quotes on futures and options. Types of orders, Put and Call options: How Put and Call options work. Commodities, Derivatives of commodities, trading of commodity derivatives on MCX, Currency derivatives and its trading. [08]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management*", Tata McGraw Hill.
2. Pandiyan, Punithavathy, "*Security Analysis and Portfolio Management*", Vikas Publications

References:

1. Gitman and Joehnk, "*Fundamentals of Investing*", Pearson.
2. Madura, Jeff, "*Personal Finance*", Pearson.
3. Damodaran, Aswath, "*Investment Valuation: Tool and Techniques for Determining the Value of Any Asset*", Wiley Finance.
4. Bodie, Alex, Marcus and Mohanty, "*Investments*", McGraw Hill Publishing Co.
5. Hirt and Block, "*Fundamentals of Investment Management*", McGraw Hill Publishing Co.
6. www.moneycontrol.com
7. www.yahoofinance.com

Note: Latest edition of text book and references must be used.

THIRD YEAR
AUTUMN SEMESTER
(Semester – V)

BC 311 **Principles of Marketing** **3-0-0-3**

Course Objective

This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

Course Content

Introduction: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix [08]

Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning; [12]

Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging &Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing). [10]

Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps. [09]

Text Books

1. Kumar, Arun & N. Meenakshi, *"Marketing Management"*, Vikas Publishing House.
2. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, *"Marketing Management: A South Asian Perspective"*, Pearson Education.

References:

1. Palmer, Adrian, *"Introduction to Marketing"*, Oxford University Press, UK
2. McCarthy, E. Jerome., and William D. Perreault, *"Basic Marketing"*, Richard D. Irwin.
3. Majaro, Simon, *"The Essence of Marketing"*, Prentice Hall, New Delhi.
4. Ramaswamy & Namakumari; *"Marketing Management"*, Mc Millan, New Delhi.

Note: Latest edition of text book and references must be used.

BC 321 **Financial Management** **3-0-0-3**

Course Objective

To familiarize the students with the principles and practices of financial management.

Course Content

Introduction: Nature, scope and objectives of financial management, Agency problem, Time value of money, Risk and return- Concept and Calculation (including Capital Asset Pricing Model). [07]

Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital. Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and Financial leverage. Determinants of capital structure. **Dividend Decision:** Theories for Relevance and irrelevance of dividend decision for corporate valuation- Walter's Model, Gordon's Model, MM Theory, Cash and stock dividends. Dividend policies in practice and Determinants of Dividend. [13]

Capital Budgeting: The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk-Certainty Equivalent Approach and Risk-Adjusted Discount Rate. [10]

Working Capital Decisions: Concepts of Working Capital, Operating & Cash Cycles, Risk-return trade off, sources of short term finance, working capital estimation, cash management, receivables management, inventory management. [09]

Text Books

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems*, Tata McGraw Hill
2. Pandey, I M. *Financial Management*, Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, *"Fundamentals of Financial Management"*, Pearson Education
2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, *"Corporate Finance"*, Tata McGraw Hill
3. Srivastava, Rajiv, and Anil Mishra, *"Financial Management"*, Oxford University Press, UK
4. Sharma, G.L., and Y.P. Singh., *"Contemporary issues in Finance and Taxation"*, Academic Foundation Delhi
5. Chandra, P., *"Financial Management-Theory and Practice"*, Tata McGraw Hill

Note: Latest edition of text book and references must be used.

BC 331 **Industrial Laws** **3-0-0-3**

Course Objective

To familiarize the commerce students with the understanding and provisions of laws related employees' compensation as the accounts and finance department of the industry need to calculate wage and salary of the employees.

Course Content

The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the Act – Employees' Provident Fund Scheme; Employees' Pension Scheme, 1995; Employees' Deposit linked Insurance Scheme**. Employees State Insurance Act, 1948:** Objects and Applicability of the Scheme; Definitions: Personal Injury, Factory, Manufacturing Process, Wages, Partial and Permanent Disablement; ESI Corporation, Standing Committee and Medical Benefit Council; Contributions; Adjudication of Dispute and Claims, Benefits**.** [12]

Payment of Wages Act, 1936: Definitions – Employed Person, Employer, Factory, Industrial or other Establishment, Wages; Responsibility for Payment of Wages; Fixation of Wage Period; Time of Payment of Wages; Mode of Payment; Deductions from Wages and Fines. [08]

The Payment of Bonus Act, 1965: Definitions – Accounting year, allocable surplus, available surplus, employee, employer, establishments, salary or wage; determination of bonus, calculation of bonus, eligibility for bonus, disqualifications for bonus, payment of minimum and maximum bonus, set on and set off of allocable surplus, deductions of certain amounts from bonus payable, time limit for payment of bonus. [08]

Payment of Gratuity Act, 1972: Applicability and non- applicability of the Act; Definitions-employee, employer, continuous service; payment of gratuity; forfeiture of gratuity; employer's duty to determine and pay gratuity; recovery of gratuity; penalties. **Employee's Compensation Act, 1923:** Definitions: dependent, employer, partial and total disablement, workmen, injury, accident; employer's liability for compensation; amount of compensation; contracting; commissioner; case laws. [11]

Text Books

1. Piyali Ghosh and Shefali Nandan (2015), *"Industrial Relations and Labour Laws"*, 1st Edition, New Delhi, TATA McGraw Hill.
2. Sarma A.M (2015, *"Industrial Relations and Labour Laws"*, 2nd Edition, Mumbai, Himalaya Publishing House, Mumbai.

References:

1. Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj (2012), *"Industrial Relations and Labour Laws"*, 2nd Edition, New Delhi, TATA McGraw Hill.
2. Padhi P.K. (2013), *"Labour and Industrial Laws"*, 2nd Edition, New Delhi, PHI
3. Srivastava, S.C., "*Industrial Relations & Labour Laws"*, Vikas Publishing House (P) Ltd.

Note: Latest edition of text book and references must be used.

BC 341 **Financial Markets, Institutions and Services** **3-0-0-3**

Course Objective

To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Content

An Introduction to Financial System and its Components: Financial markets and institutions. Financial intermediation. Flow of funds matrix. Financial system and economic development. An overview of Indian financial system. [08]

Financial Markets: Money market-functions, organization and instruments. Role of central bank in money market; Indian money market-An overview. **Capital Markets-** functions, organization and instruments. Indian debt market; Indian equity market-primary and secondary markets; Role of stock exchanges in India. [12]

Financial Institutions: Depository and non-depository institutions, Commercial banking-introduction, its role in project finance and working capital finance. Development Financial Institutions (DFIs)-An overview and role in Indian economy. Life and non-life insurance companies in India; Mutual Funds- Introduction and their role in capital market development. Non-banking financial companies (NBFCs). [08]

Overview of Financial Services Industry: Fund based and fee based financial services, Merchant banking-pre and post issue management, underwriting. Regulatory framework relating to merchant banking in India. **Leasing and hire-purchase:** Consumer and housing finance; Venture capital finance; Factoring services, bank guarantees and letter of credit; Credit rating; Financial Counseling and Portfolio management Services. [11]

Text Books

1. Bhole, L.M., *"Financial Markets and Institution",* Tata McGraw Hill Publishing Company
2. Khan, M.Y., *"Indian Financial System-Theory and Practice"*. New Delhi: Vikas Publishing House

References:

1. Sharma, G.L., and Y.P. Singh eds., *"Contemporary Issues in Finance and Taxation",* Academic Foundation, Delhi
2. Khan and Jain, *"Financial Service"s,* Tata McGraw Hill
3. Saunders Anthony, "Financial Institutions Management: A Modern Perspective", Irwin Publication, McGraw Hill Co., New York.
4. Srivastava, R.M., "*Management of India Financial Institutions*", Himalaya Publishing House, Mumbai
5. Annual Reports of Major Financial Institutions in India.

Note: Latest edition of text book and references must be used.

BC 351 **Operation Research** **4-0-0-4**

Course Objective

To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Content

Introduction: Meaning, Scope, Origin, Uses, Limitations and Techniques. **Linear Programming:** Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method and Simplex method [11]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. **Assignment Model:** Assignment problem as a variant of transportation problem, Methods of solving assignment problems. **Game Theory:** Game models, Two player zero sum game, payoff matrix, pure and mixed strategy, Method of Saddle point for pure strategy, Algebraic method for mixed strategy with 2 x 2 Pay-off; Dominance method, Graphical Techniques. [15]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. **Decision Making:** Decision making under Risk and Uncertainty, Pay-off table, Decision rules, Decision Tree. **Replacement Problems:** Types of Replacement situations, Group Replacement Policy. [12]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. **Simulation:** Process of simulation, Monte Carlo technique, Advantages and Disadvantages, Applications in queuing and Inventory problems. [14]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "Quantitative Techniques", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BC 361 **Entrepreneurship** **3-0-0-3**

Course Objective

The purpose of the paper is to understanding about entrepreneurship and creative thinking and behaviour for effectiveness at work and in life.

Course Content

Introduction: Meaning, elements, determinants and importance of entrepreneurship and creative behavior. Entrepreneurship and creative response to the society' problems and at work. Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship. **Women Entrepreneurship:** Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, [07]

Types of Business Entities: Entrepreneurship and Micro, Small and Medium Enterprises. Concept of business groups and role of business houses and family business in India. . The contemporary role models in Indian business: their values, business philosophy and behavioural orientations. Conflict in family business and its resolution. [13]

Entrepreneurial Sustainability: Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups. The concept, role and functions of business incubators, angel investors, venture capital and private equity fund. [07]

Business Plan preparation: Sources of business ideas and tests of feasibility. Significance of writing the business plan/ project proposal. Contents of business plan/ project proposal. Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered). Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions. **Small Business Management:** Mobilising resources for start-up. Accommodation and utilities. Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems [12]

Text Books

1. Desai, Vasant., " *Dynamics of Entrepreneurial Development and Management*", Himalaya Publishing House, Mumbai.
2. Gupta, C B. & Shrinivasan, N.P., "*Entrepreneurship Development in India*", Sultan Chand & Sons, New Delhi.

References:

1. Bhide, Amar V., "*The Origin and Evolution of New Businesses*", Oxford University Press, New York.
2. Kuratko and Rao, "*Entrepreneurship: A South Asian Perspective*", Cengage Learning.
3. Dollinger, Mare J., "*Entrepreneurship: Strategies and Resources*", Illinois, Irwin.
4. Holt, David H., "*Entrepreneurship: New Venture Creation*", Prentice-Hall of India, New Delhi.
5. Kao, John J., "*The Entrepreneurial Organization*", Englewoods Cliffs, Prentice-Hall, New Jersey.

Note: Latest edition of text book and references must be used.

THIRD YEAR
SPRING SEMESTER
(Semester – VI)

BC 312 **Auditing** **3-0-0-3**

Course Objective

To provide knowledge of auditing principles, procedures and techniques in accordance with current legal requirements and professional standards.

Course Content

Introduction: Meaning and Objectives of Auditing, Difference between book-keeping and accountancy, Auditing and Investigation, Relation of Auditor vis-à-vis Management, Types of Audit, Errors and Frauds, Standards of Auditing. **Internal Control System:** Meaning, Importance, Internal Control, Internal check, Internal Audit and Statutory Audit, Limitations of Internal Control System. [10]

Audit Planning and Documentation: Audit Programme, Audit Note Books, Working Papers and Evidences, Routine Checking and Test Checking. **Audit Procedure** — Vouching: Meaning, Procedure, Verification and Valuation of Assets and Liabilities, Problems in valuation of assets, Modes of valuation of assets, Auditors position as regards valuation of assets [10]

Company Auditor: Qualifications and disqualifications, Appointment, Rotation, Removal, Remuneration, Rights and Duties; Auditor's Report- Contents and Types, Liabilities of Statutory Auditors under the Companies Act 2013. **Special Audit and Auditor's Report:** Audit of Banking Companies, Educational Institutions and Insurance Companies, Contents, Standard and Qualified Report [12]

Special Areas of Audit: Cost audit, Tax audit and Management audit; Recent Trends in Auditing: Basic considerations of audit in EDP Environment; Relevant Auditing and Assurance Standards (AASs). [07]

Text Books

1. Gupta, Kamal and Ashok Arora, "*Fundamentals of Auditing"*, Tata Mc-Graw Hill Publishing Co. Ltd., New Delhi.
2. Pagare Dinkar, "*Principles and Practices of Auditing*", Sultan Chand, New Delhi.

References:

1. Tandon B.N., "*Principles of Auditing*", S. Chand & Co., New Delhi.
2. Ghatalia, S.V., "*Practical Auditing"*, Allied Publishers Private Ltd., New Delhi.
3. Kumar Arun and Sharma Rachna, "*Auditing Theory and Practice*", Atlantic Publishers and Distributors, New Delhi.
4. Institute of Chartered Accountants of India, "*Auditing and Assurance Standards"*, ICAI, New Delhi.
5. Relevant Publications of ICAI on "*Auditing"* (CARO).

Note: Latest edition of text book and references must be used.

BC 322 **Financial Analysis and Reporting** **3-0-0-3**

Course Objective

To understand, analyse and interpret the basic framework of financial reporting.

Course Content

Basis of Financial Reporting: Purpose of financial reporting, users of financial reports, conceptual framework for financial statements [07]

Understanding Financial Statements:
Structure of Financial Statements: Introduction, Statement of Financial Position (Balance Sheet), Statement of Earnings (Income Statement), and Statement of Cash Flows (Cash Flow Statement). **Additional disclosure statements:** Need for Additional Statements, Auditor's Report, Director's Report, Funds Flow Statement, Electronic Dissemination, and Corporate Governance. [13]

Components of Financial Statements: Inventories, Receivables, Assets (Fixed Tangible, Intangible), Leases, Revenue, Income-Tax, Retained Earnings.

Analysis & Interpretation of Financial Statements:
Ratio Analysis – Liquidity, Solvency, Activity & Profitability Analysis, Comparative & Common Size Analysis (Vertical & Horizontal Analysis), Financial Statement Variation by Type of Industry. **Expanded Analysis**: Financial Ratios used in Annual Reports, Management's use of Analysis, Graphing Financial Information [14]

Accounting Standards in India & IFRS: Basic Framework. [05]

Text Books

1. Tulsian, P. C. and Tulsian, B., "*Corporate Financial Reporting*", S. Chand, New Delhi.
2. Lal, Jawahar, "*Corporate Financial Reporting: Theory & Practice"*, Taxmann Applied Services, New Delhi.

References:

1. Hennie, V. G., *International Financial Reporting Standards: A practical guide*, Washington: World Bank.
2. Alexander, D., Britton, A. and A. Jorissen, "*Global Financial Reporting and Analysis"*, Cengage Learning, Indian edition.
3. Grewal, T.S., "*Introduction to Accounting"*, S. Chand and Co., New Delhi.
4. Sarngadharan, M and Kumar, R. S., " *Financial Analysis for Management Decision*", PHI, New Delhi
5. Narasimhan, M. S., "*Financial Statement and Analysis*", Cengage Learning

Note: Latest edition of text book and references must be used.

BC 332 **Business Ethics and Corporate Governance** **3-0-0-3**

Course Objective

The main objective of this course is to provide students with the basic skills concerning business ethics, governance and corporate social responsibility. Additionally, students should understand the role of ethics, corporate responsibility and sustainability in business activities and evaluate business practices in these fields.

Course Content

Introduction: Business Ethics & Values, Inner Consciousness, Ethical Theories, Morality and Ethics; Various Approaches to Business Ethics; Ethical Governance; Corporate Ethics; CSR – Extension Of Business Ethics; Benefits of Adopting Ethics in Business; Ethics Programme; Code of Ethics; Ethics Committee **Indian Management Ethos** : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence. [11]

Corporate Governance: Meaning, Theories, Evolution, Models and Benefits of Corporate Governance; Politics and Governance; Board Committees and their Functions; Insider Trading; Rating Agencies; Green Governance/ E-governance; Clause 49 of Listing Agreement; Corporate Governance in Public Sector Undertakings; Corporate Funding of Political Parties; Class Action; Whistle Blowing; Shareholders Activism. [09]

Major Corporate Governance Failures: BCCI (UK), Maxwell Communication (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA), Vivendi (France), Harshad Mehta Scam, Satyam Computer Services Ltd, and Kingfisher Airlines; Common Governance Problems Noticed in various Corporate Failures; Codes and Standards on Corporate Governance; Initiatives in India. [10]

Corporate Social Responsibility (CSR): Corporate Philanthropy, Meaning of CSR, CSR and CR, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR provision under the Companies Act 2013, CSR Committees, CSR Models, Drivers of CSR, Codes and Standards on CSR, Global Reporting Initiatives, ISO 26000 [09]

Text Books

1. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.
2. Balasubramanian, N., "*Corporate Governance and Stewardship*", Tata McGrawHill, New Delhi

References:

1. Mallin, Christine A., *Corporate Governance (Indian Edition*), Oxford University Press, New Delhi.
2. Institute of Chartered Accountants of India, *Auditing and Assurance Standards*, ICAI, New Delhi.
3. Relevant Publications of ICAI on *Auditing* (CARO).

Note: Latest edition of text book and references must be used.

BC 342 **Fundamentals of Investment** **3-0-0-3**

Course Objective

To familiarize the students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection. Demonstrate with the support of online learning.

Course Content*

The Investment Environment: The investment decision process, Types of Investments-Commodities, Real Estate and Financial Assets, The Indian securities market, the market participants and trading of securities, security market indices, sources of financial information. Return and risk: Concept, Calculation, Trade off between return and risk, Impact of taxes and inflation on return. [10]

Fixed Income Securities: Bond Fundamentals, Estimating bond yields, Bond Valuation, Types of bond risks, default risk and credit rating. **Approaches to Equity Analysis:** Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis. Valuation of Equity Shares using various models. [10]

Portfolio Analysis and Financial Derivatives:
(a) Portfolio and Diversification, Portfolio Risk and Return
(b) Mutual Funds
(c) Introduction to Financial Derivatives-Forwards, Futures & Options, Financial Derivatives Markets in India. [13]

Investor Protection: Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism. [06]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management"*, Tata McGraw Hill.
2. Rustogi, R.P., "*Fundamentals of Investment"*, Sultan Chand & Sons, New Delhi.

References:

1. Jones, C.P., "*Investments Analysis and Management"*, Wiley.
2. Vohra, N.D., and Bagri, B.R., "*Futures and Options"*,Tata McGraw Hill Publishing.
3. Mayo, "*An Introduction to Investment"*, Cengage Learning.
4. P.Pandiyan**, "***Security Analysis and Portfolio Management*", Vikas Publications, New Delhi
5. Donalds E. Fischer & Ronald J. Jordan, "*Security Analysis and Portfolio Management*", Prentice Hall, New Delhi**.**
6. Russell J. Fuller and James L. Farrell, "*Modern Investment and Security Analysis*", McGraw Hill, Int. Ed. (Finance Series), New York.
7. Sharpe, William F., Alexander Gorden J. and Baily Jafery V., "*Investments*", Prentice Hall of India, New Delhi.

Note: Latest edition of text book and references must be used.

***Spreadsheet/Practical learning is the recommended while using software and excel for doing basic calculations in finance and hence can be used for giving students subjects related assignments for their internal assessment purposes.**

BC 352 **Project Management** **3-0-0-3**

Course Objective

To enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project.

Course Content

Introduction: Objectives of Project Planning, monitoring and control of investment projects. Relevance of social cost benefit analysis, identification of investment opportunities. Pre-feasibility studies. [06]

Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects. [14]

Project appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate. [13]

Issues in Project Planning and Management: Cost and Time Management issues in Project planning and management. [06]

Text Books

1. Chandra. Prasanna, "*Project Preparation Appraisal and Implementation",* McGraw Hill.
2. Gray, Clifford .F. *Project Management.* McGraw Hill.

References:

1. Gopalakrishnan. P. and.Ramamurthy, V.E., "*Text Book of Project Management*", Macmillan India Ltd.
2. JyotsnaBapat, "*Development Projects and critical theory of Environment*", Sage Publication, New Delhi.
3. John M. Nicholas, "*Project Management for Business and technology:Principles and Practice*", Pearson Prentice Hall, New Delhi.
4. David I. Cleland, "*Project Management: Strategic Design andimplementation"*, McGraw Hill Inc.

Note: Latest edition of text book and references must be used.

BC 362 **Dissertation** **0-0-0-6**

Course Objective

The objective of dissertation is to use quantitative and qualitative research methods to gain insight about the selected field of study. In order to cultivate logical thinking among students and to make them understand about the various facets in different fields of business world, they will have to select different domains and thrive for in-depth knowledge. After successful completion of dissertation work, students will be able to understand the complexities in the working of the business endeavor.

Course Content

Evaluation of would comprise of dissertation and Viva-voce

Syllabus

BACHELOR OF ARTS (BA) HONS. IN ECONOMICS

(w.e.f. 2019)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

Annexure – C

BACHELOR OF ARTS (BA) HONS. IN ECONOMICS

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

No. of Seats: 60

Objective:

The undergraduate programme in economics is structured to impart analytical skills and intellectual advancement to understand the complexities in the working of the economy. It seeks to expose the students to various concepts in economics, mathematics and statistics and encourage them to uphold logical integrity and objectivity in professional endeavours. The course provides a sound theoretical basis in economic theory supplemented by practical applications of theories. The course in mathematics is developed to enable the students to lay a strong foundation in those areas of mathematics that is frequently used to understand the various concepts of economic theory. The objective of statistics course is to cultivate statistical thinking among students by acquainting them with various statistical methods and their application in different fields of economics. Also, the students are trained in using software packages for data analysis.

The first batch of the programme in MUST is proposed to be admitted in the session 2016-2017.

Input Qualification:

Candidate should have passed 10+2 from a recognized board with at least 45% marks and having proficiency in English and Basic Mathematics.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

Annexure – C

BA (Hons.) in Economics , Three-Year Programme

Academic Curriculum (2019-20 onwards), First Year

			Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
	Core Courses									
	EM 191	**Principles of Economics-I**	3	1	-	4	3	25	25	50
	EM 161	**Mathematics for Economics-I**	3	1	-	4	3	25	25	50
	EM 171	**Statistics for Economics-I**	2	1	2	4	3	25	25	50
	Ability Enhancement Compulsory Courses									
	EL 101	Foundation Course in English	2	-	-	2	3	25	25	50
	MD 003	Environmental Studies	3	1	-	4	3	25	25	50
	Generic Course									
	EM 181	**Economic History of India 1857-1947**	3	-	-	3	3	25	25	50
		Sub Total	**16**	**4**	**2**	**21**				
	GE 103	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
Spring Semester	**Core Courses**									
	EM 162	**Principles of Economics-II**	3	1	-	4	3	25	25	50
	EM 172	**Mathematics for Economics-II**	3	1	-	4	3	25	25	50
	EM 182	**Statistics for Economics-II**	2	1	2	4	3	25	25	50
	Ability Enhancement Compulsory Courses									
	BM 162	Business Communication	3	-	-	3	3	25	25	50
	CA 141	Application Software Laboratory	-	-	4	2	4	25	25	50
	Generic Course									
	EM 192	**Environmental Economics**	3	-	-	3	3	25	25	50
		Sub Total	**14**	**3**	**6**	**20**				
	GE 104	Proficiency (Non-Credit) #				1				

BA (Hons.) in Economics , Three-Year Programme
Academic Curriculum (2019-20 onwards), Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW*	MTE	ETE
Autumn Semester	**Core Courses**									
	EM 241	**Micro Economics -I**	3	1	-	4	3	25	25	50
	EM 251	**Macro Economics- I**	3	1	-	4	3	25	25	50
	EM 261	**Development Economics –I**	3	1	-	4	3	25	25	50
	Skill Enhancement Compulsory Courses									
		Foreign Language-I#	3	-	-	3	3	25	25	50
	EM 271	**Data Analysis-I**	1	-	4	3	3	25	25	50
	Generic Course									
	EM 231	Indian Economy-I	3	-	-	3	3	25	25	50
		Sub Total	**16**	**3**	**4**	**21**				
	GE 203	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW*	MTE	ETE
Spring Semester	**Core Courses**									
	EM 242	**Micro Economics -II**	3	1	-	4	3	25	25	50
	EM 252	**Macro Economics -II**	3	1	-	4	3	25	25	50
	EM 262	**Development Economics -II**	3	1	-	4	3	25	25	50
	Skill Enhancement Course									
		Foreign Language-II#	3	-	-	3	3	25	25	50
	EM 272	**Data Analysis-II**	1	-	4	3	3	25	25	50
	Generic Course									
	EM 232	Indian Economy-II	3	-	-	3	3	25	25	50
		Sub Total	**16**	**3**	**4**	**21**				
	GE 204	Proficiency (Non-Credit) #				1				

Annexure – C

BA (Hons.) in Economics , Three-Year Programme
Academic Curriculum (2019-20 onwards), Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	**EM 371**	**Micro Economics - III**	3	-	-	3	3	25	25	50
	EM 381	**Public Finance-I**	3	-	-	3	3	25	25	50
	EM 391	**Elementary Econometrics**	3	-	-	3	3	25	25	50
	EM 303	**International Economics-I**	3	-	-	3	3	25	25	50
	EM 313	**Monetary Economics-I**	3	-	-	3	3	25	25	50
	EM 323	**Dissertation****	-	-	-	6				
		Sub Total	**15**	**-**	**-**	**21**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	**EM 372**	**Macro Economics - III**	3	-	-	3	3	25	25	50
	EM 382	**Public Finance-II**	3	-	-	3	3	25	25	50
	EM 392	**Applied Econometrics**	3	1	-	4	3	25	25	50
	EM 304	**International Economics-II**	3	-	-	3	3	25	25	50
	EM 314	**Monetary Economics-II**	3	-	-	3	3	25	25	50
	EM 324	**Financial Economics**	3	1	-	4	3	25	25	50
		Sub Total	**18**	**2**	**-**	**20**				
		Total Credits	**101**	**15**	**4**	**124**				
	GE 306	Proficiency (Non-Credit) #				1				

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE :*** *End Term Examination*

** Course Work (CW) would include regularity, evaluation of assignments, surprise tests, etc.*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***Evaluation of Dissertation would comprise of Project Report and Viva-voce.*

COURSE DESCRIPTION

BA (Hons.) in Economics

Autumn Semester-First Year

EM 191 Principles of Economics-I 3-1-0-4

Basic Concepts of Economics: Scope, Fields and Methods of Economics, The Economic Policy, PPF, Different economic systems, Graphs and its uses, Slope: nature and measurement, Demand and supply and their determinants, Market Equilibrium, Price rationing and alternative Rationing Mechanisms, Price Elasticity and its determinants [12]

Consumption and Production: Utility, Diminishing MU, Meaning and Properties of Indifference curves, Budget constraints, Consumers' optimum choice, Income and Substitution effects, Consumer Surplus, Production, Productivity, Behaviour of profit maximizing firms, Production Functions with one variable factor and with two variables factor of production, Isoquant and Isocost lines [13]

Perfect and Imperfect Market: Cost and Revenue Functions: Accounting and Economic costs, Costs in the short run, Fixed costs, variable costs, Marginal costs, Long run AC and MC, TR,MR,AR, Output decision taking Costs and Revenues (Total and Marginal methods), Features of Perfect and Imperfect Perfect Competition [8]

Input Markets: Input Markets: Labour, Land and Capital Markets, Demand for inputs, Diminishing Returns, Marginal Revenue Product, Input demand curve, Labour Market and demand for labour, Shifts in input demand curves, Land markets and rent, Capital Market, Capital Income-Interest and profit [9]

International Economics: Trade surpluses and deficits, The economic basis for trade--absolute advantage and comparative advantage, Terms of trade, Exchange rates, Trade Barriers--tariffs, subsidies and quotas, The cases for free trade or protection [10]

Text Book:

1. Case Karl E. and Fair Ray C. Principles of Economics, Pearson Education Asia.

References:

1. Mankiw N. Gregory. Principles of Economics, Thomson.
2. Stiglitz J.E. and Walsh C.E. Principles of Economics, W.W. Norton & Co, New York.

EM 161 Mathematics for Economics-I 3-1-0-4

Basic Concepts: Sets and set operations, Real Numbers, Ordered pairs, Cartesian products, Intervals, Some properties of Point Sets in R^n – Euclidean distance, Neighbourhood, Boundary point of a set, Open, closed and bounded sets, Convex combination, Convex sets, Interior points, Strict convexity vs weak convexity	[10
Relations and Functions: Types of functions: polynomial functions- linear, Quadratic, Cubic and n^{th} degree polynomial, Rational functions, Rectangular hyperbola, Power, Exponential and logarithmic functions, Composite functions, The inverse function, Sequence and series- the concept of convergence of a sequence and its limit at a point, Properties of a convergent sequence, Series- arithmetic, geometric and harmonic	[10]
Differential Calculus: Univariate calculus, Continuity of a function, The concept of slope of a function, Derivative of a function, Conditions for differentiability, Rules of differentiation: sums, products and quotients of functions, Composite functions and the Chain Rule, Inverse functions, Derivative of different types of functions, Indeterminate forms and L'Hospital's Rule, Second and higher order derivatives, Applications to verify concavity and convexity, Taylor's series formula and the mean value theorem	[14]
Linear Algebra: Systems of linear equations: properties of their solution sets, Matrices: addition, product, rank of a matrix, Determinants and their properties, Inverse of a matrix, Application of Cramer's rule for solution of a system of linear equations	[8]
Vector Spaces: Algebraic and geometric properties, Scalar products, Basis of a vector space, Orthogonality, Linear transformations: properties, The Eigenvalue problem, Spectral decomposition of a square matrix, Quadratic Forms- positive/negative definite, Semi-definite and indefinite forms	[10]

Text Book:

1. Chiang Alpha C. and Wainwright Kevin (2013). Fundamental Methods of Mathematical Economics, McGraw Hill.

References:

1. Sydsaeter Knut and Hammond Peter J. Mathematics for Economic Analysis, Pearson Educational Asia.
2. Silberberg Eugene and Suen Wing. The Structure of Economics: A Mathematical Analysis, Irwin McGraw Hill.
3. Hoy, Michael, John Livernois, Chris Mckenna, Ray Rees and Thanasis Stengos, Mathematics for Economics, PHI Learning.
4. Alpha C. Chiang(1984). Fundamental Methods Of Mathematical Economics. (New Delhi: MC graw Hill, International Book Company).
5. Edward T. Dowling(1980). Introduction to Mathematical Economics (New Delhi: Tata MCgraw-Hill publishing company Ltd.).

EM 171 Statistics for Economics-I 2-1-2-4

Measures of Central Tendency: Arithmetic Mean, Median and Mode, Properties of Arithmetic Mean, Graphical Location of Median and Mode, Comparison of Mean, Median and Mode, Geometric and Harmonic Mean [10]

Index Number: Their Concept as Weighted Averages, Problems in the Construction of Index Numbers, Chain Index, Cost of Living Index Number , Wholesale Price Index and Cost of Living Index in India, Base Shifting, Uses of Index Numbers [8]

Dispersion, Skewness and Kurtosis: Range, Quartile Deviation, Mean Deviation and Standard Deviation, Properties of Standard Deviation, Comparison of Different Measures of Dispersion, Measures of Relative Dispersion-- Curve of Concentration [10]

Measurement of Inequality: Gini Coefficient and Coefficient of Variation/Lorenz Curve, Measures of Skewness and Kurtosis, The Concept of Moments [8]

Correlation Analysis: Elementary Analysis of Linear Correlation: Covariance, Scatter Diagram, Coefficient of Simple Correlation– Properties and the Method of Calculation, Concept of Spearman's Rank Correlation [8]

Regression Analysis: The Concept of Regression, Regression Lines and their Estimation in a Bivariate series, Least Squares Method, The Concept of R^2 and Standard Error of Estimate [8]

Text Book:

1. Gupta, S.P. Statistical Methods, Sultan Chand & Sons, New Delhi.

References:

1. Goon A. M, Gupta M. K. and Dasgupta B. Fundamentals of Statistics, Vol-I World Press, Kolkata.
2. Mood. A. M, Graybill, F A. and Boes D. C. Introduction to the Theory of Statistics, McGraw Hill.
3. Mukyopadhyay P. Mathematical Statistics. Kolkata Publishing House.
4. Murray R. Speigel Theory & Problems of Statistics, Schaum's Publishing Series.
5. Nagar and Das, Basic Statistics, OUP.
6. Gupta, S.C. and Kapoor, V. K. Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.

EL 101 Foundation Course in English 2-0-0-2

Sentence Structure: Elements of a sentence (Subject, Verb, Object, Complement and Adjunct) [4]

Transformation of Sentence Structure: Degrees of adjectives, Active and Passive Voice (statement, negative, interrogative and imperative), Direct and Indirect narration (statement, negative, interrogative and imperative) [4]

Correct Usage of Language: Tenses (Present, Past and Future), Modals (can, could, will, would, shall, should, may, might, must, ought to, need) Phrasal verbs, Determiners (a, an, the, little, a little, few, a few, much, more, most) [4]

Writing Skills: Theme (Paragraph) writing, Letter (formal, informal, business letters) and application writing, report writing, résumé writing [6]

Common Errors in Effective Communication: How to avoid common sentence– structural errors, vocabulary and pronunciation [4]

Reading Comprehension: Efficient reading and note taking. [4]

Text Book:

1. Leech Geoffery, English Grammar for today, Longman, Delhi.

References:

1. Hornby A.S.: A Guide to patterns and usage, Oxford University Press, Delhi.
2. Murphy and Reynold: Essentials of English grammar, Cambridge University Press.
3. Wren & Martin: English Grammar & Composition, S.Chand & Co, Delhi.
4. Quirk & Greenbaum: University English Grammar, Longman Publications.
5. Sharma, R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi.

MD 003 Environmental Studies 3-1-0-4

Environmental Science: Definition, scope and importance, Multidisciplinary nature [2]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); geneenvironment interaction; Endangered and endemic species of India [6]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature Suggested Case studies: i) Cultural Basics of our Environmental Crisis: ii) Ecofeminism [6]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources Suggested Case Studies: i) What has posterity ever done for me? ii) Energy policy and further future: The identity problem [6]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. Suggested Case Studies i) The tragedy of the commons: ii) We all live in Bhopal iii) The Silent Spring; [6]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health. Suggested Case Studies: i) Earth the Crowded Planet ii) Famine Affluence and morality iii) The world food supply [6] Protection and Prevention of Environment [6]

Protection and Prevention of Environment with Special intervention: Environment Protection and the Law: Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of [6]

natural resources (water, forests, mines, oil). Primary Protective Laws: Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010. Secondary Laws: Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it

Sustainable Development (Objective and Application): Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics Case studies a. Management Sciences: Carbon Credits and Trading, green marketing and cause related marketing b. Science and Engineering Issues: Organic farming, Renewable energy. c. Built Environments: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies d. Sustainable fashion: Online study of eco-fashion brands; how India can lead? e. Judicial activism [11]

Field Trip & Report writing: (Any one of the following) i) Visit to renewable energy site ii) Visit to biodiversity park iii) Workshop on sustainable fashion iv) Shekhawati and its environment v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

Text Books:

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001).
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004).

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015).
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986).
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973).
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press.
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987).
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992).

EM 181 Economic History of India 1857-1947 3-0-0-3

Introduction: Colonial India: Background and Overview of colonial economy, Macro Trends: National Income, Population, Occupational structure [11]

Agriculture and Industry: Agrarian structure and land relations, Agricultural markets and institutions – credit, commerce and technology, Trends in performance and productivity, Famines, Railways, The de-industrialisation debate, Evolution of entrepreneurial and industrial structure, Nature of industrialisation in the inter war period, Constraints to industrial breakthrough, Labor relations [15]

Economy and State in the Imperial Context: The imperial priorities and the Indian economy, Drain of wealth, International trade, capital flows and the colonial economy – changes and continuities, Government and fiscal policy [13]

Text Book:

1. Tirthankar Roy, The Economic History of India 1857-1947, Oxford University Press, 3rd edition, 2011.

References:

1. Irfan Habib, Indian Economy 1858-1914 (A People's History of India), Vol.28, Tulika.
2. R Dutta and K P M Sundaram: Indian Economy, S Chand.
3. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
4. Mishra and Puri: Indian Economy, Himalaya.

Spring Semester-First Year

EM 162 Principles of Economics-II 3-1-0-4

Introduction to Macroeconomics: The roots of macroeconomics, Difference between micro and macro economics, Macroeconomic concerns, Role of government in the macro economy, Components and Methodology of the macro economy, National Income Accounting, Black economy,The Classical System: The Full-Employment Model: Macroeconomic Equilibrium, the labour market, the product market, the capital market, extending the full employment model [18]

The Simple Keynesian Model: Aggregate expenditure and equilibrium output--aggregate output and aggregate income, Equilibrium aggregate output, Government participation in the economy, Fiscal policy at work--The Multiplier effect, Money in the Modern Economy, Characteristics of a monetary economy, The demand for money, The supply of money and overall liquidity position, Credit creation [16]

Inflation and Open Economy: The causes of inflation, Level of prices and the value of money, Fisher effect, Cost of inflation, Balance of Payments--The current and capital account, Determining equilibrium output in an open economy, Open economy with flexible exchange rates--Markets for foreign exchange, Factors affecting exchange rates, Effects of exchange rates on the economy [18]

Text Book:

1. Mankiw N. Gregory. Principles of Economics, Thomson.

References:

1. Stiglitz J.E. and Walsh C.E. Principles of Economics, W.W. Norton & Co, New York.
2. Stone R. and Stone G. National Income and Expenditure, Bowes and Bowes London.
3. Case Karl E. and Fair Ray C. Principles of Economics, Pearson Education Asia.

EM 172 Mathematics for Economics-II 3-1-0-4

Optimization: Necessary conditions for unconstrained maxima and minima, Points of inflection, Second order conditions, Optimization over an interval, Multivariate calculus: partial and total differentials of first and second order Applications to verify convexity/ concavity and quasi-convexity/quasi-concavity, Unconstrained optimization- first order conditions for optimization, Second order conditions, Constrained optimization with equality constraints: Lagrange method- first and second order conditions [19]

Integral Calculus: Techniques of integration- substitution rule and integration by parts, Riemann integral- partition over an interval and Riemann Sum, Integrability of a function, fundamental theorem of integral calculus, properties of definite integrals, Improper integrals- applications in measuring consumer surplus and present value of an indefinite stream of payments under continuous discounting [18]

Dynamics Methods: Linear first-order difference equations, Non-linear first order difference equations, Linear second order difference equations, Linear first order differential equations, Non-linear first-order differential equations, Linear second order differential equations [15]

Text Book:

1. Chiang Alpha C. and Wainwright Kevin (2013). Fundamental Methods of Mathematical Economics, McGraw Hill

References:

1. Sydsaeter Knut and Hammond Peter J. Mathematics for Economic Analysis, Pearson Educational Asia.
2. Silberberg Eugene and Suen Wing. The Structure of Economics: A Mathematical Analysis, Irwin McGraw Hill.
3. Hoy, Michael, John Livernois, Chris Mckenna, Ray Rees and Thanasis Stengos, Mathematics for Economics, PHI Learning.
4. Alpha C. Chiang(1984). Fundamental Methods Of Mathematical Economics. (New Delhi: MC graw Hill, International Book Company).
5. Edward T. Dowling(1980). Introduction to Mathematical Economics (New Delhi: Tata MCgraw-Hill publishing company Ltd.).
6. RGD Allen(1986). Mathematical Analysis for Economists (New Delhi: Macmillan India Ltd).

EM 182 Statistics for Economics-II 2-1-2-4

Sampling Theory and Probability: Methods of sampling, Types, Properties of random samples, Non-random sampling, Sampling vs. non-sampling errors, Probability: Concepts of Sample Space and Events, Probability of an Event, Addition and Multiplication Theorems, Conditional Probability and Independence of Events, Bayes theorem [15]

Probability Distributions: Concept of a Random Variable, Discrete and Continuous Random Variable, Probability Density Function, Mathematical Expectation and its Properties, Sampling Distribution of Sample Mean and Variance, Theoretical Distributions: Binomial, Poisson and Normal distribution-its properties, Central Limit Theorem [17]

Estimation and Hypothesis Testing: Parameter and statistic, Estimates and estimators, Point estimators and its properties, Confidence intervals for population parameters, Hypothesis: null vs alternative hypotheses, Type I and Type II errors, Power of a test, Concept of degrees of freedom, Hypotheses testing related to population parameters based on *Z-test, t-test,* χ^2*-test, and F-test* [20]

Text Book:

1. Gupta, S.P. Statistical Methods, Sultan Chand & Sons, New Delhi.

References:

1. Goon A. M, Gupta M. K. and Dasgupta B. Fundamentals of Statistics, Vol-I World Press, Kolkata.
2. Mood. A. M, Graybill, F A. and Boes D. C. Introduction to the Theory of Statistics, McGraw Hill.
3. Mukyopadhyay P. Mathematical Statistics. Kolkata Publishing House.
4. Murray R. Speigel Theory & Problems of Statistics, Schaum's Publishing Series.
5. Nagar and Das, Basic Statistics, OUP.
6. Gupta, S.C. and Kapoor, V. K. Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.

BM 162 Business Communication 3-0-0-3

Introduction: Basic forms of communication, Communication models and processes, Effective communication, Theories of communication, Audience analysis	[5]
Corporate Communication: Formal and Informal Communication networks, Grapevine, Miscommunication (Barriers), Improving Communication, Practices in Business Communication and Group discussions	[6]
Report Writing: Introduction to a proposal, Elements of a Report, Short report and formal report, Report Preparation and Presentation	[3]
Oral Presentation: Principles of oral presentations, Factors affecting presentation, Sales presentation, Training presentation, Conducting surveys, Speeches to motivate, Effective presentation skills and , Individual and group presentations	[8]
Non-Verbal Aspects of Communication: Body language, Kinesics, Proxemics, Para language	[3]
Effective Listening: Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars	[7]
Interviewing Skills: Appearing in interviews, Conducting interviews, Writing resume and Letter of Application, Mock interviews	[5]
Modern Forms of Communication: Fax, E-mail, Video-conferencing and their uses in business	[2]

Text Book:

1. Kaul, Business Communication, Prentice Hall, New Delhi.

References:

1. Gupta, C.B., Business Communication, Sulthan Chand & Sons, New Delhi.
2. Rajendra Pal and Korlhalli J.S., Essentials of Business Communication , Sultan Chand & Sons, New Delhi.
3. Nirmal Singh, Business Communication Principles, Methods and Techniques - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Sharma, R.C., and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw McGraw-Hill Publishing Company Limited, New Delhi

CA 141 Application Software Laboratory 0-0-4-2

Introduction: MS office: MS word, Excel, and Powerpoint	[4]
MS WORD: Creating and Designing a Document, Entering text, Word excercise	[7]
Excel: Entering numbers and formulas, Excel excercise	[8]
Powerpoint: Moving and inserting text, Chart organization, Powerpoint excercise	[7]

Text Book:

1. P.K. Sinha, " Fundamentals of Computers", BPB Publication, New Delhi.

References:

1. Peter Norton's, "Introduction to Computers", TMH, New Delhi.
2. R. K Taxali, "PC Software for Windows", TMH, New Delhi.
3. Coutrer, "Mastering Office 2000", BPB Publication, New Delhi.
4. V.Rajaraman, "Introduction to Computer", PHI, New Delhi.

EM 192 Environmental Economics 3-0-0-3

Introduction: Key environmental issues and problems, Economic way of thinking about these problems, Basic concepts from economics, Pareto optimality and market failure in the presence of externalities, Property rights and other approaches [12]

The Design and Implementation of Environmental Policy: Overview, Pigouvian taxes and effluent fees, Tradable permits, Implementation of environmental policies in India and international experience, Transboundary environmental problems, Economics of climate change [12]

Environmental Valuation Methods and Applications: Valuation of non-market goods and services--theory and practice, Measurement methods, Cost-benefit analysis of environmental policies and regulations [8]

Sustainable Development: Concepts, Measurement, Perspectives from Indian experience [7]

Text Book:

1. Roger Perman, Yue Ma, Michael Common, David Maddison and James McGilvray, Natural Resource and Environmental Economics, Pearson Education/Addison Wesley, 4th edition, 2011.

References:

1. Charles Kolstad, Intermediate Environmental Economics, Oxford University Press, 2nd edition, 2010.
2. Robert N. Stavins (ed.), Economics of the Environment: Selected Readings, W.W. Norton, 6th edition, 2012.
3. Robert Solow, An Almost Practical Step toward Sustainability, Resources for the Future 40th anniversary lecture,1992.

Autumn Semester-Second Year

EM 241 Micro Economics-I 3-1-0-4

Consumer's Choice: Consumer preferences, Utility function-ordinal, and cardinal utility, Indifference curves and its properties , Indifference curve in case of -- Perfect substitutes, Perfect complements, Bads, Neutrals, Satiation, Discrete goods and well behaved preferences, Marginal utility and Marginal rate of substitution, Constructing a utility function from indifference curves, Budget constraint, Changes in budget line, Effect of taxes, subsidies, and rationing, Optimal choice and consumer demand in ordinal preferences, optimal choice under different goods and preferences [14]

Demand: Normal and inferior goods, Income offer curve and the Engel Curve, Shapes of income offer curves and Engel Curves in cases of- Inferior good, Perfect substitutes, Perfect complements, Cobb-Douglas preferences, Homothetic preferences, Quasi-linear preferences, Ordinary goods and Giffen goods, Price offer curve and its shapes in different conditions, Inverse demand function, Slutsky and Hicks equation, Compensated demand curves, Consumer's surplus: Marshallian and Hicksian [13]

Production: Inputs and outputs, Technological constraints and production set, Law of variable proportions, Law of returns to scale, Cobb-Douglas production function and its properties [12]

Cost: Fixed and quasi-fixed cost, Sunk cost, Variable costs, Marginal cost, Long-run costs- LAC and LMC, Economies and diseconomies of scale of Production, Dynamic changes in costs-the Learning Curve Profit maximization and cost minimization for a firm in short-run and long-run [13]

Text Book:

1. Ahuja H. L: Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press

EM 251 Macro Economics-I 3-1-0-4

National Income: Concepts of National Income, Rules and Methods of Measurement of National Income, Circular Flow of Income and expenditure in two, three, and four-sector economy, Measuring Inflation rate and Unemployment rate, The Relation between GDP Gap, Inflation rate and unemployment Gap [17]

Classical Macroeconomics: The aggregate supply function-Production function and aggregate supply curve, Say's law of markets, Output and Employment in classical theory, Quantity theory of money and aggregate demand function, classical model with and without saving and investment, Keynes' objection to the classical theory [17]

Keynesian Macroeconomics: Keynesian equilibrium, the consumption function, Effective demand, The multiplier, The simple Keynesian model of income and output determination, Keynes' fundamental psychological law of consumption and its implication, Government participation in the economy, Fiscal policy at work-The Fiscal Multiplier effect [18]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 261 Development Economics-I 3-1-0-4

Economic Growth and Development: Meaning of development and growth, Characteristics of less developed countries, Factors in Economic development, Measuring development and development gap — per capita income, inequality of income and wealth, Gini coefficient, Human Development Index , Physical Quality of Life Index, and other indices of development [17]

Theories of Economic Development: Classical (Smith, Ricardo, Malthus), Marxian – Theory of Social change, Immutable laws, Crisis in capitalism, Schumpeter and capitalist development, Rostow's stages of growth [15]

Approaches to Economic Development: Partial theories of growth and development, Vicious circle of Poverty, Circular causation, Theory of unlimited supply of labour, Big push, Balanced growth, Unbalanced growth, Circular causation theory, Critical Minimum Effort Thesis, Low level of equilibrium trap, Dualism: Technical, Behavioural and Social [20]

Text Book:

1. Ghatak, S. An Introduction to Development Economics, Allen and Unwin, London.

References:

1. Adelman, I. Theories of Economic Growth and Development. Stanford University.
2. Chenery, H. and T.N. Srinivasan (Eds) Handbook of Development Economics, Vols 1 & II Elsevier, Amsterdam.
3. Kindleberger, C. P. Economic Development, McGraw Hill, New York
4. Myint, H. Economic Theory and Underdeveloped Countries. Oxford University Press, New York.
5. Thirwal, A. P. Growth and Development, Macmillan, U. K.

EM 271 Data Analysis-I 1-0-4-3

Describing Data: Construction of graphs and its interpretation, Measure of central tendency-- Mean, Median and Mode and its interpretation, Measures of Deviation and Dispersion, and its uses in economic theory, Skewness and Kurtosis, Dot and Box plots and its explanation on Excel and SPSS statistical Package [18]

Bivariate Analysis: Correlation and its coefficient, Coefficient of determination, Testing the significance of the coefficient of correlation, Least square principle, Drawing the regression line, Assumption underlying linear regression on Excel and SPSS statistical Package [21]

Text Books:

1. Darren, G.: SPSS for Windows Step by Step: A Simple Guide and References 18.0 update (11th edition), Prentice Hall, New Delhi.
2. Lind, Marchal and Wathen: Basic Statistics for Business & Economics, McGraw Hill, New Delhi.

References:

1. Jaggia and Kelly : Business Statistics, McGraw Hill, New Delhi.
2. Bowerman, O'Connell and Murphree : Business Statistics in Practice, McGraw Hill, New Delhi.
3. Doane and Seward: Applied Statistics in Business and Economics, Tata McGraw-Hill, New Delhi.
4. Davis and Pecar: Business Statistics using EXCEL, Oxford University Press, New Delhi.

EM 231 Indian Economy-I 3-0-0-3

Colonialism and Underdevelopment of the Indian Economy: Meaning of Colonialism, British Rule and the Exploitation of India, The British Rule and India's Underdevelopment, State Policies and Economic Underdevelopment, The theory of drains — its pros and cons, Indian Economy at the Time of Independence, Planning exercises in India - National Planning Committee, Bombay Plan, People's Plan, Gandhian Plan, The Planning Commission [10]

Structure of the Indian Economy: Nature of the Indian Economy- Developing, Dualistic and Mixed Economy, Natural Resources and Ecological Issues- Land, water, Mineral and forest resources, Ecological Imbalance [07]

Broad demographic features: Population size and growth rates, Sex composition, Rural-urban migration, Occupational distribution, Problem of over-population, Population policy, Infrastructure development - Energy, Energy Crisis and Strategy, Transport and Communication [10]

Planning in India: Objectives, Strategy, Broad achievements and failures, Current Five Year Plan — Objectives, allocation and targets, New economic reforms — Liberalization, privatization and globalization, Rationale behind economic reforms, Progress of privatization and globalization [12]

Text Book:

1. Mishra and Puri (Latest Edition): Indian Economy, Himalaya Publication, New Delhi.

References:

1. R Dutt and K P M Sundaram: Indian Economy, S Chand.
2. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
3. Planning Commission: Eleventh Five Year Plan, Vol I, II and III, Academic Foundation.
4. Government of India: Economic Survey (latest issue).

Spring Semester-Second Year

EM 242 Micro Economics-II 3-1-0-4

Analysis of Competitive Markets-I: Properties of Perfect Competition, elasticity and market demand, Elasticity and revenue, Income elasticity and Cross elasticity, Pure competition, Supply decision of a competitive firm, Shut-down condition, Inverse supply function, Profits and producer's surplus in the short run, Long-run supply curve of a competitive firm, Industry supply curve in the short-run, Elasticity and market supply, Industry long-run supply curve, Profits and producer's surplus in the long-run [18]

Analysis of Competitive Markets-II: Evaluation of government policies- consumer and producer surplus, Efficiency of a competitive market, Minimum prices, Price support and Production quotas, Competitive factor market- the market demand and market supply of inputs, Equilibrium in a competitive factor market [16]

Monopoly, Monopsony and Monopolistic Market: Characteristics of Monopoly, Output decision of a monopolist- short-run and long-run equilibrium, Equilibrium of a multiplant Monopolist, Monopoly power and its sources, Deadweight loss from monopoly power, Natural monopoly, Monopsony and monopsony power, Price discrimination, Selling cost and excess capacity in monopolistic competition [18]

Text Book:

1. Ahuja H. L. Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press

EM 252 Macro Economics-II 3-1-0-4

Theories of Consumption and Investment: Consumption function, Absolute, relative, permanent and life cycle income hypothesis, Decisions to invest- Autonomous and Induced investment, MEC and MEI schedule, Profit and accelerator theories of investment, Rate of interest and Rate of investment, Role of finance beyond the interest rate [18]

Neo-classical and Keynesian Synthesis: Neo-classical and Keynesian views on interest, IS-LM approach of interest rate, Elasticity and shifts of IS and LM schedules, Extension of IS-LM model with government sector, Relative effectiveness of monetary and fiscal policies, Crowding out hypothesis, Extension of IS-LM models with labour market and flexible prices [17]

Open Economy Models: International flows of capital and goods, Saving and investment in an open economy, Mundell-Fleming model - Asset markets, Expectations and exchange rates, Open economy under floating and fixed exchange rates, Open economy and policy measures: fiscal, monetary and trade policies [17]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 262 Development Economics-II 3-1-0-4

Economic Development and Institutions: The choice of technology, Appropriate technology and employment in LDCs, Efficiency of small-scale vs. large-scale production, Markets and market failure, State and state failure, Issues of good governance, Need for investment criteria in LDCs: Types, Cost Benefit Analysis, Alternative investment criteria [17]

International aspects of Economic Development: International trade as an engine of growth, Static and dynamic gains from trade, Prebisch, Singer and Myrdal theses vs. free trade, Export-led growth, Tariffs and effective protection, WTO and developing countries, External resources, FDI, Aid vs. trade, Need for planning, Types – Democratic, Decentralized and Indicative planning, Micro-level planning [17]

Development and Environment: Environment- Economy linkage, Environment as a necessity and luxury, Population environment linkage, Allocation problem, Market failure for environmental goods, Environment as a public good, Common Property Resources, Property right approach to environmental problem-property rights approach, Property rights and environmental problems, Coarse theorem, Coarse theorem and transaction cost, Prevention, Control and abatement of pollution, Concept and indicators of sustainable development [18]

Text Book:

1. Ghatak, S: An Introduction to Development Economics, Allen and Unwin, London.

References:

1. Todaro, M. P. Economic Development, Longman, London.
2. Thirwal, A. P. Growth and Development, Macmillan, U. K.
3. Kindleberger, C. P. Economic Development, McGraw Hill, New York.
4. Myint, H. Economic Theory and Underdeveloped Countries. Oxford University Press,New York.
5. Adelman, I. Theories of Economic Growth and Development. Stanford University Press, Stanford.
6. Behrman, S. and Srinivasan T. N. Handbook of Development Economics. Vol.I to III, Elsevier, Amsterdam.
7. Mishra and Puri: Growth and Development, Himalya Publishing House, Delhi.

EM 272 Data Analysis-II 1-0-4-3

Multivariate Analysis: Multiple regression and correlation analysis, Multiple standard error of estimate, ANOVA table and its interpretation, Adjusted coefficient of determination, Evaluating the assumption of Multiple regression on Excel and SPSS statistical package [21]

Hypothesis Tests: One-tailed and Two-Tailed tests of significance: *t-test, ANOVA, Chi-Square-test* and explanation of result on Excel and SPSS statistical package [18]

Text Books:

1. Lind, Marchal and Wathen: Basic Statistics for Business & Economics, McGraw Hill, New Delhi.
2. Darren, G.: SPSS for Windows Step by Step: A Simple Guide and References 18.0 update (11th edition), Prentice Hall, New Delhi.

References:

1. Jaggia and Kelly : Business Statistics, McGraw Hill, New Delhi.
2. Bowerman, O'Connell and Murphree : Business Statistics in Practice, McGraw Hill, New Delhi.
3. Doane and Seward: Applied Statistics in Business and Economics, Tata McGraw-Hill, New Delhi.
4. Davis and Pecar: Business Statistics using EXCEL, Oxford University Press, New Delhi.

EM 232 Indian Economy-II 3-0-0-3

Important Areas of Concern: Poverty and inequality, Unemployment, Rising prices, Industrial relations [07]

Agriculture: Nature and importance, Trends in agricultural production and productivity, Factors determining productivity, Land Reforms, New agricultural strategy and green revolution, Rural credit, Agricultural marketing [10]

Industry: Industrial development during the planning period, Some Major Industries in India-Iron and Steel, Sugar Industry. Industrial licensing policy — MRTP Act, Competition Act, FERA and FEMA, Growth and problems of small-scale industries, Role of public sector enterprises in India's industrialization [10]

External Sector: Role of foreign trade, Trends in exports and imports; Composition and direction of India's foreign trade, Balance of payments crisis and the New economic reforms — Export promotion measures and the new trade policies, Foreign capital — FDI, Aid, Multinational corporations (MNCs) [12]

Text Book:

1. Mishra and Puri (Latest Edition): Indian Economy, Himalaya Publication, New Delhi.

References:

1. R Dutt and K P M Sundaram: Indian Economy, S Chand.
2. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
3. Planning Commission: Eleventh Five Year Plan, Vol I, II and III, Academic Foundation.
4. Government of India: Economic Survey (latest issue).

Autumn Semester-Third Year

EM 371 Micro Economics-III 3-0-0-3

Game Theory: Game Theory: The pay-off matrix of a game, Two person zero sum and constant – sum game, Pure strategy and saddle point solutions, Concept of Nash equilibrium, Method of dominance and mixed strategies, Prisoner's Dilemma and the Commons problem [12]

Oligopoly: Characteristics and sources of oligopoly, Price and Output Determination under Oligopoly, Duopoly, Kinked Demand curve, Collusive Oligopoly: Cartels-Joint profit maximization and market sharing; Price Leadership – model of low cost firm, large dominant firm and barometric price leadership, Concepts of single and multiple basing point price system [13]

General Equilibrium and Welfare Economics: Interrelations and Interdependence of Markets, General Equilibrium in Exchange and Production, General Equilibrium in Competitive Product Market, Pareto optimality, Competitive equilibrium and pareto optimality, Welfare theorems, Social welfare functions, Concept of fairness, Arrow's impossibility theorem [14]

Text Book:

1. Ahuja H. L: Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press.

EM 381 Public Finance-I 3-0-0-3

Public Goods: Meaning and scope of public finance, Public finance vs. private finance, Fiscal functions allocation, Distribution and stabilisation role of government, Public goods - pure and partial public goods, Private goods and merit goods, Characteristics of public goods, Rationale of public provision of public goods, Free rider problem and externality, Role of government – taxes vs. regulation, Fundamental principle of public finance – Maximum Social Advantage [12]

Public Expenditure: Classification and growth of public expenditure, Wagner's law of increasing state activity, Peacock- Wiseman Hypotheses, Canon of public expenditure, Effects of public expenditure on production, Distribution and economic activities, Public sector pricing policy-average cost and marginal cost pricing, Criteria for public investment- Social cost-benefit analysis, Evaluation under risk and uncertainty [13]

Public Revenue: Sources and classification of public revenue- tax and non tax revenue, Direct and indirect taxes, Effects of tax on production, Distribution and economic activities, Principles of taxation – Benefit theory, Ability to pay theory, Burden of taxation, Neutrality in taxation, Shifting and incidence of taxation, Taxable capacity, Allocative and equity aspect of taxation [14]

Text Book:

1. Tyagi, B.P. Public Finance (Latest edition), Jai Prakash Nath & Company, Meerut.

References:

1. Atkinson and Stiglitz. Lectures on Public Economics.
2. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
3. Musgrave, R.A, The Theory of Public Finance.
4. Houghton J. M. The Public Finance: Selected Reading, Penguin.
5. Goode R. Government Finance in Developing Countries. Tata McGraw Hill.
6. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
7. Musgrave, R.A. Public Finance in Theory and Practices. McGraw Hill.

EM 391 Elementary Econometrics 3-0-0-3

Introduction: Definition, Nature and Methodology of Econometrics [6]

Regression Models: Two-variable linear regression model, Assumptions, OLS method of estimation, Importance of stochastic error term, Gauss-Markov theorem, Standard Errors of regression coefficients, Concepts and derivation of R^2 and adjusted R^2, ANOVA, Normality assumptions, Maximum likelihood estimation, K-variable linear regression model, estimation of the model [18]

Problems in Regression Analysis: Multicollinearity- sources, effects, detection and solution; Heteroscedasticity- tests, consequences, solution; Autocorrelation- sources, consequences, detection, remedies [15]

Text Book:

1. Gujrati, D.N. & Sangeetha : Basic Econometrics, Tata McGraw Hill Education Private Limited, New Delhi.

References:

1. Koutsoyiannis, A.: Theory of Econometrics, Macmillan Press Ltd, London.
2. Johnston, J. & Dinardo, J.: Econometric Method, Wiley & Sons, New York.
3. Woolridge, J.F. : Introductory Econometrics: A Modern Approach, South-Western College Publication, Mason.
4. Gupta S.C and Kapoor V.K., Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.
5. Kmenta J., Elements of Econometrics, University of Michigan Press.

EM 303 International Economics-I 3-0-0-3

Importance of Trade and Trade Theories: Importance of the study of International Economics, Inter-regional and international trade, Theories of absolute advantage, Comparative advantage and opportunity cost, Factor Endowments and Heckscher-Ohlin theory of trade — its main features, assumptions and limitations, Empirical studies - Leontief Paradox, Rybzynski effect, Factor price equalization and Stolper-Samuelson Theorem [13]

Trade and Economic Growth: Gains from trade— their measurement and distribution, Technical Progress and International Trade, Growth and Trade: Small and Open country cases, Concepts of terms of trade and their importance in the theory of trade, Doctrine of reciprocal demand — its importance and limitations in the theory of trade [14]

International Trade Policy: Trade restrictions: Tariff, Partial Equilibrium analysis of Tariff, Theories of Tariff structure, Import Quotas and other Non-tariff barriers, Economic Integration: Customs Union and Free Trade Areas, WTO and India [12]

Text Book:

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London.

References:

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Walter, Krause : International Economics, Houghton Miffin Publisher, Boston.
5. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.
6. Mithani, D.M.: International Economics, Himalya Publishing House, Delhi.

EM 313 Monetary Economics-I 3-0-0-3

Demand for Money: Classical and Keynesian approaches to demand for money, Post-Keynesian approaches to demand for money — Patinkin and the Real Balance Effect, Approaches of Baumol and Tobin, Friedman and the modern quantity theory [13]

Supply of Money: RBI approach to money supply, High powered money and money multiplier, Money supply and open economy, Mechanistic and behavior model of money supply, Control of money supply [13]

Commercial Banking: Meaning, Functions of commercial banks, the process of credit creation and its limitations, Balance sheet of Commercial banks, Investment policy, Recent reforms in banking sector in India [13]

Text Book:

1. Hajela, T N (2008). Monetary Economics, Konark Publisher Pvt. Ltd., New Delhi.

References:

1. Lewis M. K. and P.D.Mizen (2000): Monetary Economics, Oxford.
2. Jadhav Narendra (2006): Monetary Policy, Financial Stability & Central Banking, Macmillan.
3. Baye and Jansen(1996): Money, Banking and Financial Markets, AITBS.
4. Gail E. Makinen (1978): Macroeconomics: Concepts, Theories and Policies, Money, The Price Level and Interest Rate, Prentice hall India Ltd.
5. David E.W.Laidler(1977): The Demand for Money: Theories & Evidence, Dun-Donnelly.
6. O. P. Kotwal (1987): Theories of Inflation: A Critical Survey, Tata-McGraw-Hill Publishing Co. Ltd.
7. Ackley G, (1978): Macroeconomics: Theory & Policy, New York, Macmillan.

Spring Semester-Third Year

EM 372 Macro Economics-III 3-0-0-3

New Classical Macroeconomics: The new classical critique of micro foundations, New classical approaches- the Phillips curve, Natural rate of unemployment, Rational expectations, Lucas on micro foundation of macroeconomics, Policy implications of new classical approach — empirical evidence [14]

Theories of Growth: Harrod-Domar model- instability of equilibrium, Solow and Kaldor growth models, Technological progress - embodied and disembodied technical progress: Hicks and Harrod approach [12]

Business Cycle: Nature and characteristics of business cycle, Schumpeterian theory of business cycle, The concept of accelerator, Samuelson and Hicks multiplier-accelerator interaction model, Monetary and Overinvestment theories, Control of trade cycles [13]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 382 Public Finance-II 3-0-0-3

Public Debt: Sources of public borrowing, Importance of public borrowing, Effects of public debt, Tax vs. Debt, Burden of public debt-classical approach, Shifting of debt burden, Intergenerational shifting, Methods of debt redemption, Debt management [12]

Budget: Concepts, Balanced vs. unbalanced budget, Balanced budget theorem and its criticism, Budgetary deficits and their limitations, Budget as an instrument of Economic policy, Zero based budgeting, Salient features of the recent union budget of India [13]

Issues in Indian Public Finance: Black money, Taxation of agriculture, Subsidies, Tax reforms in India: DTC and GST, Tax evasion, Trends in deficit spending, Expenditure reform, Shrinking size of development finance through budgets, Financial autonomy: centre state financial relation [14]

Text Book:

1. Tyagi, B.P. Public Finance (Latest edition), Jai Prakash Nath & Company, Meerut.

References:

1. Atkinson and Stiglitz. Lectures on Public Economics.
2. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
3. Musgrave, R.A, The Theory of Public Finance.
4. Houghton J. M. The Public Finance: Selected Reading, Penguin.
5. Goode R. Government Finance in Developing Countries. Tata McGraw Hill.
6. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
7. Musgrave, R.A. Public Finance in Theory and Practices. McGraw Hill.

EM 392 Applied Econometrics 3-1-0-4

Regressions with Qualitative Independent Variables: Dummy variable technique — Testing structural stability of regression models comparing to regressions, Interaction effects, Seasonal analysis, Piecewise linear regression, Use of dummy variables, Regression with dummy dependent variables — Applications [16]

Time Series Analysis: Stationarity, unit roots, Co-integration-spurious regression, Dickey-Fuller test, Engle-Granger test, Random walk model, Forecasting with ARIMA modelling, Box-Jenkins methodology, Vector Autoregression, Problems with VAR modelling — Applications [19]

Panel Data Techniques: Panel data techniques — Random coefficients model, Fix effects model, Random effect model [17]

Text Book:

1. Gujrati, D.N. & Sangeetha : Basic Econometrics, Tata McGraw Hill Education Private Limited, New Delhi.

References:

1. Koutsoyiannis, A.: Theory of Econometrics, Macmillan Press Ltd, London.
2. Johnston, J. & Dinardo, J.: Econometric Method, Wiley & Sons, New York.
3. Woolridge, J.F. : Introductory Econometrics: A Modern Approach, South-Western College Publication, Mason.
4. Gupta S.C and Kapoor V.K., Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.
5. Kmenta J., Elements of Econometrics, University of Michigan Press.

EM 304 International Economics-II 3-0-0-3

Exchange Rate: Concept and Types of Exchange Rate, Fixed versus Flexible exchange rate, Demand for and Supply of foreign exchange, Exchange Rate Determination: Trade or Elasticity Approach, Purchasing-Power Parity Theory, The Monetary Model to Exchange Rates, Asset or Portfolio Model of Exchange Rates, [13]

Balance of Trade and Payments: Concepts and components of balance of trade and balance of payments, Equilibrium and disequilibrium in balance of payments, Consequences of disequilibrium in balance of payments, Various measures to correct deficit in the balance of payments, Monetary approach to Balance of Payments, Concept and implications of foreign trade multiplier [14]

International Economic Institution: Functions of GATT/WTO (TRIPS, TRIMS), UNCTAD, IMF, World Bank and Asian Development Bank — achievements and failures, Forms of economic co-operation, Reforms for the emergence of international monetary system and trading blocs at the global level [12]

Text Book:

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London.

References:

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Walter, Krause : International Economics, Houghton Miffin Publisher, Boston.
5. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.
6. Mithani, D.M.: International Economics, Himalya Publishing House, Delhi.

EM 314 Monetary Economics-II 3-0-0-3

Central Banking: Functions of a central bank, Quantitative and qualitative methods of credit control — The Reserve Bank of India: Roles and Functions, Monetary Policy of the RBI, Liquidity Adjustment Facility (LAF), Limitations of monetary policy of RBI [13]

Financial Markets: Structure of money market and capital market — Call money market, Treasury bill market, Commercial bill market including commercial paper and certificate of deposits, Government securities market, Primary and secondary market for securities [12]

NBFIs: Definition and Types of NBFIs: UTI, Mutual Funds, Insurance Companies, Provident Funds and Pension Funds, Growth and impact of NBFIs, Control of NBFIs, The Securities and Exchange Board of India - Genesis, Organization, Objectives and Functions, Performance of SEBI, IRDAI and its role in financial markets, Financial Sector reforms in India [14]

Text Book:

1. Hajela, T N (2008): Monetary Economics, Konark Publisher Pvt. Ltd., New Delhi.

References:

1. Lewis M. K. and P.D.Mizen (2000): Monetary Economics, Oxford.
2. Jadhav Narendra (2006): Monetary Policy, Financial Stability & Central Banking, Macmillan.
3. Baye and Jansen(1996): Money, Banking and Financial Markets, AITBS.
4. Gail E. Makinen (1978): Macroeconomics: Concepts, Theories and Policies, Money, The Price Level and Interest Rate, Prentice hall India Ltd.
5. David E.W.Laidler(1977): The Demand for Money: Theories & Evidence, Dun-Donnelly.
6. O. P. Kotwal (1987): Theories of Inflation: A Critical Survey, Tata-McGraw-Hill Publishing Co. Ltd.
7. Ackley G, (1978): Macroeconomics: Theory & Policy, New York, Macmillan.

EM 324 Financial Economics 3-0-0-3

Introduction: Evolution of limited liability companies, Alternative sources of fund for a firm, Debt and equity instruments of various types- a brief discussion of advantages and disadvantages associated with each type of instrument due to asymmetric information and agency problems -Concepts of Primary market and Secondary market	[11]
Concept of Present Value and its use in Finance: Time value of money and opportunity cost of capital, Investment decisions based on the concept of present value, Basics of bond valuation, Basic of stock valuation	[10]
Financial Statement Analysis: Analysis of financial statement and ratios, Accounting concepts, Profit and loss accounts and cash flow statements, Ratio analysis	[11]
Financial derivatives: Various forms of derivatives, Functioning of derivative markets	[8]

Text Book:

1. Gupta, S.B, Monetary Economics- Institutions, Theory and Policy, S. Chand & Sons, New Delhi.

References:

1. John Hull : Fundamentals of futures and options market, Prentice Hall; 5th edition.
2. P.Chandra : Financial management theory and practice, Mc Graw Hill, (2004)
3. Bharati.V. Pathak. The Indian Financial System : Markets , Institutions and Services, Pearson Longm, 2nd edition, (2007).
4. Bhole. LM.- Financial Institutions and Markets.

MODY UNIVERSITY OF SCIENCE & TECHNOLOGY

(State University u/s 2/f of UGC Act 1956)

Curriculum Structure, Course Description, Text Books and References

of

BACHELOR OF BUSINESS ADMINISTRATION

(with Specialization)

(2019-20 Batch onwards)

Annexure – C

Programme: Bachelor of Business Administration (B. B. A.) (With Specialization)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

No. of Seats: 60

Main objectives of the new programmes are -

- To provide in-depth knowledge to the students in a specific business area
- To keep pace with the changing environment
- To enhance the quality of placement for the students
- To help them in choosing their area of specialization when pursue higher studies in future

BBA (MARKETING)

BBA with Marketing specialization is a 3-year undergraduate programme which aims at teaching students the basic and the most important marketing skills to promote, firms, products and brands, and prepares them for the industry environment.

BBA (HUMAN RESOURCE MANAGEMENT)

BBA with Human Resource Management specialization is a 3-year undergraduate programme which aims at teaching students the skills to ensure that a company's most important asset—its human capital—is being nurtured and supported through the creation and management of programs, policies, and procedures, and by fostering a positive work environment through effective employee-employer relations.

BBA (FINANCIAL SERVICES)

BBA with Financial Services specialization is a 3-year undergraduate programme which aims at teaching students the various nuances of finance, investments, risks and other financial products.

BBA (TOURISM MANAGEMENT)

The BBA (Tourism Management) programme exposes students to the different aspects of tourism and travel industry. Industrial tie-ups would provide a platform for practical training of the students, so that they can be more confident to perform their jobs and can be an asset to their organisations.

The curriculum of the first two years of the above programs have been aligned with the curriculum of the first two years of the revised BBA programme.

In the third year, student would be free to choose any six elective courses from one of the four Discipline Specific Electives (DSE's) viz. Marketing Management, Human Resource Management, Financial Services and Tourism Management.

The first batch of the programme in MUST is proposed to be admitted in the session 2019-2020.

Input Qualification:

Candidate should have passed 10+2 from a recognized Board with proficiency in English.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

Bachelor of Business Administration (With Specioalization)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

BBA with Specialization (Finance/Marketing/HR/Tourism)

Three-Year Programme

Academic Curriculum (2019-20 onwards)

First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	BS 111	Evolution of Indian Business	3	-	-	3	3	25	25	50
	BS 121	Principles of Management	3	-	-	3	3	25	25	50
	BS 131	Microeconomics	3	-	-	3	3	25	25	50
	BS 141	Statistics for Business Decisions	3	-	-	3	3	25	25	50
	Ability Enhancement Compulsory Courses									
	MDC 003	Environmental Studies	3	1	-	4	3	25	25	50
	Generic Course									
	BS 151	Business and Corporate Laws	3	-	-	3	3	25	25	50
		Sub Total	**18**	**1**	**-**	**19**				
	GE 103	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	BS 112	Organisational Behaviour	3	-	-	3	3	25	25	50
	BS 122	Macroeconomics	3	-	-	3	3	25	25	50
	BS 132	Marketing Management – I	3	-	-	3	3	25	25	50
	BS 142	Business Accounting	3	-	-	3	3	25	25	50
	Ability Enhancement Compulsory Courses									
	BC 152	Business Communication	3	-	-	3	3	25	25	50
	Generic Course									
	BS 152	Enterpreneurship Development	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 104	Proficiency (Non-Credit) #				1				

Annexure – C

BBA with Specialization (Finance/Marketing/HR)
Three-Year Programme
Academic Curriculum (2019-20 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	BS 211	Marketing Management – II	3	-	-	3	3	25	25	50
	BS 221	Human Resource Management – I	3	-	-	3	3	25	25	50
	BS 231	Management Accounting	3	-	-	3	3	25	25	50
	BS 261	Financial Management – I	3	-	-	3	3	25	25	50
	Skill Enhancement Compulsory Courses									
		Foreign Language-I#	3	-	-	3	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	BS 251	Production and Operations Management	3	-	-	3	3	25	25	50
		Sub Total	**21**	**-**	**-**	**21**				
	GE 203	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	BS 212	Human Resource Management – II	3	-	-	3	3	25	25	50
	BS 222	Business Research	3	-	-	3	3	25	25	50
	BS 262	Financial Management – II	3	-	-	3	3	25	25	50
	BS 242	Computer Applications in Business	3	-	-	3	3	25	25	50
	Skill Enhancement Course									
		Foreign Language-II#	3	-	-	3	3	25	25	50
		Mody University Elective*	3	-	-	3	3	20	-	80
	Generic Course									
	BS 252	Business Ethics and Corporate Governance	3	-	-	3	3	25	25	50
		Sub Total	**21**	**-**	**-**	**21**				
	GE 204	Proficiency (Non-Credit) #				1				

Annexure – C

BBA with Specialization (Finance/Marketing/HR/Tourism)
Three-Year Programme
Academic Curriculum (2019-20 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	BS 311	International Business	3	-	-	3	3	25	25	50
	BS 321	Quantitative Techniques for Management	3	-	-	3	3	25	25	50
	BS 361	Business Policy and Strategy	3	-	-	3	3	25	25	50
		Elective – I	3	-	-	3	3	25	25	50
		Elective – II	3	-	-	3	3	25	25	50
		Elective – III	3	-	-	3	3	25	25	50
	BS 341	Summer Internship Project**	-	-	-	6	-	-	-	100
		Sub Total	**18**	**-**	**-**	**24**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	BS 312	E-Commerce	3	-	-	3	3	25	25	50
	BS 322	Project Management	3	-	-	3	3	25	25	50
	BS 332	Basics of Taxation	3	-	-	3	3	25	25	50
		Elective – IV	3	-	-	3	3	25	25	50
		Elective – V	3	-	-	3	3	25	25	50
		Elective – VI	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
		Total Credits	**114**	**1**	**-**	**121**				
	GE 306	Proficiency (Non-Credit) #				1				

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE :*** *End Term Examination*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

**The university offers CBCS (Mody University Elective)which a student require to select any one in one in autumn and one in spring second year.*

***A student will go for Summer Internship after Second year and Evaluation of Summer Internship Project would comprise of Report and Viva-voce.*

Annexure – C

DISCIPLINE SPECIFIC ELECTIVE COURSE[@] : A Student would be free to choose any Six papers from ONE group. The COURSE offers **FOUR** groups viz. Finance (DSE - I), Marketing (DSE - II) and Human Resource (DSE - III)			
S.No.	**Financial Services (DSE-I)**	**Marketing (DSE-II)**	**Human Resource (DSE-III)**
1.	**FS 311:** International Finance	**MK 311:** Advertising and Brand Management	**HR 311:** Recruitment and Selection
2.	**FS 321:** Investment Banking and Financial Services	**MK 321:** Retail Management	**HR 321:** Performance Management
3.	**FS 331:** Investment Analysis and Portfolio Management	**MK 331:** Marketing of Services	**HR 331:** Labour Legislation
4.	**FS 341:** Strategic Fianancial Management	**MK 341:** International Marketing	**HR 341:** Training and Development
5.	**FS 312:** Financial Institutions and Markets	**MK 312:** Personal Selling and Sales Force Management	**HR 312:** Strategic HRM
6.	**FS 322:** Tax Planning	**MK 322:** Rural Marketing	**HR 322:** Cross Cultural HRM
7.	**FS 332:** Derivatives and Risk Management	**MK 332:** Distribution and Supply Chain Management	**HR 332:** Talent and Knowledge Management
8.	**FS 342:** Business Analysis and Valuation	**MK 342:** Customer Relationship Management	**HR 342:** Negotiation Skills for Managers

[@] *A(n) discipline/elective course shall be offered only when a minimum of 10 students opt for it*

FIRST YEAR
AUTUMN SEMESTER
(Semester – I)

BS 111 **Evolution of Indian Business** **3-0-0-3**

Course Objective

To understand the irreducible complexity of organizing business in society and to highlight the importance of strategic decisions by business actors in response to changing business context.
The study the business history in India provides an engaging account of the business methods and families that makes Indian business what it is today.

Course Content

Indian business at the time of colonization: Early colonial rule and the fate of indigenous merchants in different parts of India. The origins of Agency houses and their failure in Calcutta in early nineteenth century, Indian partners and early entrepreneurial initiatives, The maturation of the managing agency system and their decline in the twentieth century. [07]

The Rise and Maturation of Indian Industry: The rise of Indian industry in Western India—profits from opium trade and the rise of cotton textile industry in the second half of the nineteenth century, British dominance of industry in Eastern India, Multinationals, Agency houses and rise of Marwari industrialists in Eastern India in the early twentieth century, The impact of two World Wars and the Great Depression on the rise of Indian industry, Swadeshi enterprises and other challenges to British domination of business. [07]

Indigenous capital and the bazaar economy: Between traditional subsistence economy and the modern European enclave economy, Traditional commission agencies (arhat) and financial instruments (hundi). The cotemporary relevance of the concept of the bazaar economy, Dominant business communities in colonial India—Parsees, Marwaris and Nattukottai Chettiars. [08]

Independent India and the planning period: The conceptual division of the economy into sectors and the place of private industry in economic planning, Growth of traditional big business groups during the Nehru era, Development of capitalism, The story of powerloom, The external environment -Sterling balances controversy and the loss of access to capital for investment in the early plan period. The restrictions on private business in late 1960s through 1970s and business response. [09]

Alternative models of business success: Case studies - Amul and the cooperative model, Maruti and the state-initiated revolution in the automobile market, Industrial cluster in the Tiruppur area, Evolution of Indian business groups in the post-reforms era, The salience of family business, The rise of new industrial elites, Trends in industrial concentration, History of the software industry. [08]

Text Books

1. Tripathi Dwijendra and Jumani Jyoti, *"The Concise Oxford History of Indian Business"*, 1st Edition, Oxford University Press, India.

References:

1. Piramal Gita, *"Business Maharajas"*, Penguin India.
2. Tripathi Dwijendra and Jumani Jyoti , *"The Oxford History of Contemporary Indian Business"*, Oxford University Press.
3. Kudaisya M (ed), *"The Oxford India Anthology of Business History"*, Oxford University Press, New Delhi.

Note: Latest edition of text book and references must be used.

BS 121 **Principles of Management** **3-0-0-3**

Course Objective

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Content

Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management. [08]

Planning: Types of Plan, Objectives of Planning, Planning process, SWOT, **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making. [12]

Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing. [12]

Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control. [07]

Text Books

1. Koontz, H. and Weihrich, H. "*Essentials of Management"*, Pearson Education.
2. Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi

References:

1. Luthans, F., "*Introduction to Management"*, McGraw Hill.
2. Robbins, S. and Coulter, M."*Management"*, Pearson Education.
3. Drucker P. F., "*Practice of Management"*, Mercury Books, London.
4. Griffin, R.W. "*Management Principles and Application"*, Cengage Learning
5. Louis, A.Allen. "*Management and Organization"*, Mc Graw Hill, Tokyo.

Note: Latest edition of text book and references must be used.

BS 131 **Microeconomics** **3-0-0-3**

Course Objective

To acquaint the students with the concepts of microeconomics dealing with consumer behaviour and producer behaviour and also understand the behaviour of firms under different market structures

Course Content

Consumer Behaviour and Elasticity of Demand: Basic demand and supply analysis; Elasticity of demand: price, income and cross elasticity, point elasticity and arc elasticity, marginal revenue, average revenue and price elasticity of demand; Ordinal utility analysis of consumer behaviour: Budget line and indifference curve, consumer equilibrium. Income consumption curve and Engel curve, Price consumption curve and derivation of demand curve, Income and Substitution Effects of a price change; Consumers' Surplus; Revealed Preference theory. [08]

Production and Cost: Total, average and marginal product curves, Three stages of production, Production isoquants, marginal rate of technical substitution, economic region of production, Isocost lines, optimal combination of resources, the expansion path, returns to scale; **Cost of Production** - Concept of explicit costs, implicit costs and opportunity costs of production, derivation of short run and long run cost curves. Economies and Diseconomies of scale and the shape to the long run average cost. Learning curve and economies of scope. [12]

Perfect Competition: Assumptions, Equilibrium of the firm and the industry in the short run, Supply curve of firm and industry in the long run. Consumers' and Producers' Surplus and the efficiency of perfect competition. Welfare effects of an excise tax. [06]

Imperfect Competition: Monopolistic competition - price and output decision in the short run and long run, monopolistic competition and economic efficiency.

Monopoly: Monopoly short run and long run equilibrium. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. Comparison of pure competition and monopoly and the social costs of monopoly power including deadweight loss. Degree of price discrimination.

Oligopoly and Interdependence: Cournot's duopoly model (with reaction curves), kinked demand curve model, dominant firm price-leadership model, centralized cartels. [13]

Text Books

1. Dwivedi, D. N., "*Principles of Economics*", Vikas Publishing House New Delhi.
2. Deepashree, "*Microeconomics-Theory & Applications"*, Mc Graw Hill, New Delhi.

References:

1. Salvatore, Dominick, "*Principles of Microeconomics"*, Oxford International Student Edition.
2. Gould, J.P., and Lazear, E.P., "*Microeconomic Theory"*, All India Traveller Bookseller, New Delhi.
3. Pindyck, R.S., D. L. Rubinfeld and Mehta, P. L., "*Microeconomics"*, Pearson Education.
4. Koutsoyiannis A., "*Modern micro-economics*", Macmillan New Delhi.
5. Stigler, G., "*The Theory of price*", Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

BS 141 **Statistics for Business Decisions** **3-0-0-3**

Course Objective

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making.

Course Content

Introduction to Statistics: Meaning, Definition, Scope, uses and limitations of statistics, Collection of primary and secondary data, Classification and tabulation of data, Graphs of frequency distribution and Curves. **Measures of Central Tendency** - arithmetic mean, geometric mean and harmonic mean. Median and Mode (and other partition values including quartiles, deciles, and percentiles). [10]

Measures of Dispersion: absolute and relative, Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance. **Moments** - Calculation and significance,Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis. [09]

Correlation Analysis - Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; Rank Correlation **Regression Analysis** - Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression. [13]

Index Numbers: Meaning and uses of index numbers. Construction of index numbers: fixed and chain base: univariate and composite. Aggregative and average of relatives – simple and weighted, Tests of adequacy of index numbers, Base shifting, splicing and deflating, Problems in the construction of index numbers, Construction of consumer price indices. Important share price indices, including BSE SENSEX and NSE NIFTY. [07]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hill New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods",* Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business"*, Cengage Learning.

Note: Latest edition of text book and references must be used.

MDC 003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:
i) Cultural Basics of our Environmental Crisis:
ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:
i) What has posterity ever done for me?
ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides.

Suggested Case Studies:
i) The tragedy of commons:
ii) We all live in Bhopal
iii) The Silent Spring; [06]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family

Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply [06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.

Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it. [06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
e. **Judicial activism** [11]

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district [04]

Text Books

1. Cunningham William P. Saigo B Woodworth, *Environmental Science: A Global Concern*, McGraw-Hill Higher Education; Sixth Edition
2. Odum E. P. Barret G.W "*Fundamental of Ecology"*, 5 th Edition Cengage Learning.

References:

1. S.C Shastri "*Environmental Law*"5th Ed EBC Explorer, India.
2. , C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, "*Introduction to Psychology"* International Student edition, Tata McGraw Hill, New Delhi.
3. E.F.Schumacher, Blond and Briggs, "*Small is Beautiful: Economics as if People Mattered"* London.
4. Heywood V.H. & Watson R.T. 1995. "*Global biodiversity assessment"*, Cambridge Univ. Press
5. "*Our Common Future*", Report on World Commission on Environment and Development United Nations Document.
6. Al Gore, "*Dysfunctional Civilization: The Earth in Balance"*, Houghton, Mifflin.
7. Lester Brown, Christofer Favin, Sandra Postel, "*Vision of a Sustainable World"*, The Worldwatch Reader, Ed Lester R. Brown New York
8. W.P. Pruden and S.H. Anderson, "*Environmental Sciences"*, Charles. E., Meredith Publication, NY, USA

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

BS 151 **Business and Corporate Laws** **3-0-0-3**

Course Objective

The objective of the course is to impart basic knowledge of the important business and corporate laws along with relevant case law.

Course Content

The Indian Contract Act, 1872: Contract – meaning, characteristics and kinds; Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects; Void agreements; Discharge of contract – modes of discharge including breach and its remedies; Contingent contracts; Quasi – contracts; Contract of Indemnity and Guarantee; Contract of Bailment; Contract of Pledge; Agency.	[14]
The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell; Conditions and warranties; Transfer of ownership in goods including sale by non-owners; Performance of contract of sale; Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.	[06]
The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors,Appointment, qualifications; removal of directors, company meetings.	[12]
The Limited Liability Partnership Act, 2008: Meaning and nature of limited partnership, formation, partners& their relations, extent and limitation of liability.	[02]
The Information Technology Act 2000: Definitions under the Act; Digital signature; Electronic governance; Regulation of certifying authorities; Digital signatures certificates; Duties of subscribers.	[05]

Text Books

1. Tulsian, P.C, "*Business Law"*, McGraw Hill, New Delhi.
2. Lee Reach, "*Business Laws"*, Oxford University Press, UK.

References:

1. Dr. Avatar Singh, *"Company Law",* Eastern Book Company,
2. Datta, C.R. *" Company Law"*, Lexis Nexis
3. Bare Acts, Circulars on Laws, Taxmans
4. Kuchhal. M.C., "*Business Law*", Vikas Publishing House, New Delhi
5. *Information Technology Rules 2000 with Information Technology Act 2000*, Taxmann Publications Pvt. Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

FIRST YEAR
SPRING SEMESTER
(Semester – II)

BS 112 **Organisational Behaviour** **3-0-0-3**

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content

Introduction: Organisational Theories - Classical, Neo-classical and Contemporary. Organisational Behaviour: concepts, determinants, challenges and Formal and Informal structures; Flat and Tall structures. Opportunities of OB. Contributing disciplines of OB. Organizational Behaviour Models. **Individual Behaviour:** Personality- Type A and B, Big Five personality types, Factors influencing personality; **Values and Attitudes**- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes, measurement of attitude; **Learning** - Concept and Learning theories and reinforcement, Schedules of reinforcement; **Perception and Emotions**- Concept, Perceptual process, Importance, Factors influencing perception, perceptual errors and distortions, Emotional Intelligence. [15]

Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making. Nominal group technique and Delphi technique. Communication and Feedback, Models of Communication. Transactional Analysis, Johari Window. [05]

Motivation: Meaning and Importance of motivation, Theories- Vroom's Valence - Expectancy Theory, Intrinsic motivation by Ken Thomas .Behaviour modification, Motivation and organisational effectiveness, Measurement of motivation using standard questionnaire; **Leadership, Power and Conflict:** Concept and theories, Styles of leadership, Behavioural approach, Situational approach, Leadership effectiveness. Power and conflict. Bases of power, power tactics; Sources of conflict, Conflict Resolution Strategies. [11]

Dynamics of Organisational Behaviour: Organisational Culture and climate- Concept and determinants of organisational culture. Developing Organizational culture. Organisational change- Importance, Stability vs. Change, Proactive vs Reaction Change, Change Process, Managing Change. Individual and organisational factors to stress; Work Stressors, Consequences of stress on individual and organization; Prevention and Management of stress. [08]

Text Books

1. Stephen P. Robbins, Timothy A. Judge, and Vohra Neharika, *"Organizational Behavior"*, 16th Edition, New Delhi, Pearson Education.
2. John W. Slocum and Don Hellriegel, "*Fundamentals of Organizational Behavior*", 1st Edition, New Delhi, Thomson.

References:

1. Fred Luthans ,*"Organizational Behavior-An Evidence-Based Approach"*, 12th Edition, New Delhi, McGraw Hill.
2. Margie Parikh and Rajen Gupta, *"Organizational Behavior", 1st Edition*, New Delhi, McGraw Hill.
3. Udai Pareek and Sushama Khanna, "*Understanding Organizational Behavior"*, 3rd Edition, New Delhi, Oxford University Press.

Note: Latest edition of text book and references must be used.

BS 122 **Macroeconomics** **3-0-0-3**

Course Objective

To provide the student with knowledge of basic concepts of the macro economics and modern tools of macro-economic analysis. Macroeconomics is concerned with the vital economic issues that determine your own economic well-being as well as that of whole family and everyone you know. Macroeconomics is the study of the major economic totals, or aggregates.

Course Content

Introduction: Concept and Variables of macroeconomics, Income, Expenditure and The Circular flow, Components of expenditure. Consumption, Saving and Investment and S-I approach, Multiplier (two sector) and Numerical. Static macro economic analysis short and the long run – Determination of supply, Determination of demand, and Conditions of equilibrium.
Meaning, Objective and Instruments of fiscal and monetary policy, AD-AS approach; Determination of aggregate demand, Shifts in aggregate demand, Aggregate supply in the short and long run, and Aggregate demand- Aggregate supply analysis. Economy in the short run IS–LM framework. [12]

Inflation - Causes and Effect of rising and falling inflation, Demand pull and Cost push inflation and Measures to control inflation, Inflation and interest rates, Social costs of inflation. **Unemployment** – Natural rate of unemployment, Frictional and wait unemployment. Labour market and its interaction with production system. Phillips curve, Trade-off between inflation and unemployment, Sacrifice ratio, Role of expectations adaptive and rational. [08]

Open economy – Flows of goods and capital, Saving and Investment in a small and a large open economy, Exchange rates; Fixed and Flexible, **Mundell** – Fleming model with fixed and flexible prices in a Small Open economy with fixed and with flexible exchange rates, Interest rate differentials case of a Large economy. Balance of payments, Trade balance, Current and Capital Account, Autonomous and accommodating transactions and Measures to control disequilibrium on BOP. [11]

Behavioral Foundations- Investment – Determinants of business fixed investment, Effect of tax, Determinants of residential investment and Inventory investment. **Demand for Money** – Portfolio and transactions theories of demand for Real balances, Interest and Income Elasticities of demand for real balances. Supply of money. [08]

Text Books

1. Dwivedi, D. N., "*Macroeconomics - Theory & Practice*", Tata McGraw Hill, New Delhi.
2. Ahuja, H.L., "*Business Economics*", S.Chand & Company, New Delhi.

References:

1. Dornbusch, Rudiger, and Stanley Fischer,"*Macroeconomics"*, McGraw-Hill.
2. Mankiw, N. Gregory, "*Macroeconomics",* Macmillan Worth Publishers New York, Hampshire,U.K.
3. Salvatore, Dominick. "*International Economics",* John Wiley & Sons Singapore.
4. Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
5. Olivier Blanchard, "Macroeconomics", Pearson Education, Inc.
6. Neils & Parker, "*The Essence of Business Economics*",Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

BS 132 **Marketing Management - I** **3-0-0-3**

Course Objective

The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.

Course Content

Introduction: Nature and Scope of Marketing, Importance of Marketing, The Marketing Concept, Selling vs. Marketing, Marketing Mix. [07]

Marketing Environment: Micro-Environment, Macro-Environment—Demographic, Economic, Natural, Technological, Politico-Legal and Socio-Cultural Environments, Indian Marketing Environment. [07]

Buyer Behaviour and Market Segmentation: Factors influencing Buyer Behaviour, Buying Decision Process, Profile and Features of Indian Consumers, Market Segmentation- Meaning, Levels, Bases of Segmentation. [09]

Managing the Product: Product Planning, Product Mix, Deciding Product Policy, Product Line Decisions, Product Differentiation, Brand Equity, Packaging, Labelling, Concept of Product Life Cycle, New Product Development Process.

Pricing: Pricing Objectives, Factors influencing Pricing, Types of Pricing, Pricing Procedure. [16]

Text Books

1. Kumar, Arun & N. Meenakshi, "*Marketing Management*", Vikas Publishing House.
2. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, "*Marketing Management: A South Asian Perspective*", Pearson Education.

References:

1. Chhabra, T.N & Grover, S.K; *Marketing Management*, Dhanpat Rai & Co., New Delhi
2. Palmer, Adrian, "*Introduction to Marketing*", Oxford University Press, UK
3. McCarthy, E. Jerome., and William D. Perreault, "*Basic Marketing*", Richard D. Irwin.
4. Majaro, Simon, "*The Essence of Marketing*", Prentice Hall, New Delhi.
5. Ramaswamy & Namakumari; "*Marketing Management*", Mc Millan, New Delhi.

Note: Latest edition of text book and references must be used.

BS 142 **Business Accounting** **3-0-0-3**

Course Objective

To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only). [12]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers. [08]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance. [08]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment. [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 152 **Business Communication** **3-0-0-3**

Course Objective

To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Course Content

Introduction: Nature, Process and Importance of Communication, Types of Communication (verbal & Non Verbal), Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers. **Non-Verbal Aspects of Communication:** Body language, Kinesics, Proxemics, Para language. [10]

Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter -office Memo, Notices, Agenda, Minutes, Job application letter, preparing the resume. **Effective Listening:** Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars. [10]

Report Writing: Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports. [08]

Business language and presentation: Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English. Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids. **Technology and Business Communication:** Role, effects and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e-communication. [11]

Text Books

1. Kaul, "*Business Communication*", Prentice Hall, New Delhi.
2. Gupta, C.B., "*Business Communication*", Sulthan Chand & Sons, New Delhi.

References:

1. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Bovee, and Thill, *Business Communication Today*, Pearson Education
3. Shirley, Taylor, *Communication for Business*, Pearson Education
4. Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH
5. Sharma, R.C., and Krishna Mohan, "*Business Correspondence and Report Writing*", Tata McGraw-Hill Publishing Company Limited, New Delhi.

Note: Latest edition of text book and references must be used.

BS 152 **Entrepreneurship Development** **3-0-0-3**

Course Objective

The purpose of the paper is to understanding about entrepreneurship and creative thinking and behaviour for effectiveness at work and in life.

Course Content

Introduction: Entrepreneur—Definition, Types, Characteristics, Entrepreneurship—Concept, Characteristics, Process, Theories of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurship vs. Intrapreneurship, Women Entrepreneurship, Role of Entrepreneurs, Rural Entrepreneurship—Role and Prospects. [08]

Entrepreneurship Development: Meaning, Objectives, Issues of Entrepreneurship Development Programmes (EDP), EDP Organisations—MDI, EDII, Industrial Sickness and Role of BIFR.

Incentives and Subsidies: Need, Objectives, Schemes and Advantages, Institutional Finance to Entrepreneurs—SIDBI, NABARD, KVIC. [13]

Small-scale Industries: Concept, evolution, role, problems and prospects, policies governing small-scale industries, organizational structure, ownership pattern, export potential of small-scale industries. [10]

Project Identification and Financial Analysis: Meaning of project, project identification, formulation, feasibility analysis, financial analysis-cost and revenue estimates, techniques of financial analysis. [8]

Text Books

1. Khanka, S. S., *"Entrepreneurial Development"*; S. Chand & Co. Ltd., New Delhi
2. Sudha, G. S., *"Entrepreneurship and Small Business Development"*; RBD Publishing House, Jaipur.

References:

1. Mohanty, S. K., *"Fundamentals of Entrepreneurship"*; PHI Learning, New Delhi
2. Desai, Vasant, " *Dynamics of Entrepreneurial Development and Management*", Himalaya Publishing House, Mumbai.
3. Gupta, C B. & Shrinivasan, N.P., *"Entrepreneurship Development in India"*, Sultan Chand & Sons, New Delhi.
4. Bhide, Amar V., *"The Origin and Evolution of New Businesses"*, Oxford University Press, New York.
5. Kuratko and Rao, *"Entrepreneurship: A South Asian Perspective"*, Cengage Learning.

Note: Latest edition of text book and references must be used.

SECOND YEAR
AUTUMN SEMESTER
(Semester – III)

BS 211 **Marketing Management - II** **3-0-0-3**

Course Objective

To Identify cost and benefit of marketing channels, Importance of Communication, roles of advertising, sales promotion, public relations, personal selling, direct marketing in the promotion mix and need for marketing research.

Course Content

Marketing Channels: Types of Channels, Channel Functions, Logistics and Physical Distributions- Objectives and Functional Areas of Physical Distribution, Physical Distribution in the Indian Context. [08]

Marketing Communication: Meaning and Importance, Communication Objectives, Effective Communication, Communication Process. [05]

Promotion Tools: Advertising- Meaning, Objectives, Types in Advertising decisions, Planning and evaluation of Advertising Campaign, Trends in Advertising in India, Personal Selling—Objectives, Functions and Principles, Public Relations—Importance and Methods, Direct Marketing, Sales Promotion. [11]

Marketing Research and Control: Need for Marketing Research, Marketing Research Process, Techniques, Need and Tools of Control.
Marketing Challenges: Marketing in 21st Century, Impact of Globalization, Technological Advances, Deregulation of Marketing in India. [15]

Text Books

1. Kumar, Arun and N. Meenakshi, "Marketing Management", Vikas Publishing House, New Delhi.
2. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, "*Marketing Management: A South Asian Perspective"*, Pearson Education.

References:

1. Chhabra, T.N & Grover, S.K; "*Marketing Management"*, Dhanpat Rai & Co., New Delhi
2. Palmer, Adrian, "*Introduction to Marketing"*, Oxford University Press, UK
3. McCarthy, E. Jerome., and William D. Perreault, "*Basic Marketing"*, Richard D. Irwin.
4. Majaro, Simon, "*The Essence of Marketing"*, Prentice Hall, New Delhi.
5. Ramaswamy & Namakumari; "*Marketing Management*", Mc Millan, New Delhi.

Note: Latest edition of text book and references must be used.

BS 221 **Human Resource Management -I** **3-0-0-3**

Course Objective

To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Content

Introduction: Concept, Scope, Objectives and Environment of HRM, Personnel Management vs. HRM. [10]

Acquisition of Human Resource: Human Resource Planning, Job Analysis, Job Design, Recruitment Sources, Methods, Selection Process—Tests, Interviews. [10]

Training and Development: Need, Objectives, Methods of Training, Evaluation and Development Programmes. [08]

Performance Appraisal: Concept, Objectives, Techniques of Performance Appraisal and Limitations.

Compensation and Benefits: Job Evaluation- Concept, Process, Significance, Components of Employee Compensation—Financial and non-financial. [11]

Text Books

1. Aswathappa, K., "*Human Resource Management",* Tata McGraw-Hill, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management"*, Wiley, India.

References:

1. Pande Sharon and Basak Swapnalekha (2012), "*Human Resource Management-Text and Cases*", 1st Edition, New Delhi, Pearson Education.
2. Mondy, A. W. and Noe, R. M., "*Human Resource Management"*, Pearson Education.
3. Rao, V. S. P., "*Human Resource Management: Text and Cases"*, Excel Books.

Note: Latest edition of text book and references must be used.

BS 231 **Management Accounting** **3-0-0-3**

Course Objective

To provide the students knowledge about use of costing and financial data for planning,control and decision making.

Course Content

Introduction: Meaning, Nature and Scope and functions of management accounting, Role of management accounting in decision making, Management accounting vs. Financial accounting, Tools and techniques of management accounting.Difference between cost accounting and management accounting, cost control, cost reduction, cost management. [08]

Standard costing and variance analysis: Meaning of standard cost and standard costing: advantages, limitations and applications, Variance analysis – material, labour, overhead and sales variances, Disposition of variances, Control ratios. [12]

Absorption versus variable costing: Distinctive features and income determination Cost-Volume-Profit Analysis: Break-even analysis-algebraic and graphic methods. Contribution / sales ratio, key factor. Margin of safety. Angle of incidence. Determination of cost indifference point. [10]

Decision making: Costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, exploring new market, make or buy, product mix, operate or shut down, seller process further. **Responsibility Accounting:** Concept, Significance, Different Responsibility Centers, Divisional Performance Measurement – Financial Measures. [09]

Text Books

1. Khan, M.Y. and P.K. Jain., "*Management Accounting*", Tata McGraw Hill, Publishing
2. Lal, Jawahar., "*Advanced Management Accounting- Text and Cases*", S. Chand & Co., New Delhi.

References:

1. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
2. Horngreen, Charles T., George Foster and Srikant M. Dattar., "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
3. Kalpan R.S. and Atkinson A.A., "*Advanced Management Accounting*", Prentice Hall India.
4. Anthony, Robert & Reece, et al, "*Principles of Management Accounting*", Richard Irwin Inc.
5. Pandey I.M., "*Financial Management*", Vikas Publishing House, New Delhi.

Note: Latest edition of text book and references must be used.

BS 261 **Financial Management – I** **3-0-0-3**

Course Objective

The objective of this course is to inform the students about the basic concepts offinancial management and contemporary theory and policy in order to master the concepts, theories and technique of financial management.

Course Content

Financial Management: Meaning, Concept and objectives, Scope and functions, understanding markets and changing Environment of Business, Finance and other discipline.

Financial Decisions: Long-term financing, Short-term Financing, Term Financing, Venture capital. [07]

Capital Structure: Theories—Net Income, Net Operating Income, Modigliani-Miller Approach and Traditional Approach, Determinants of Capital Structure. [10]

Financial Analysis through Leverages: Operating and financial leverages, their measure, Effects on profit, analyzing alternate financial plans, combined financial and operating leverages, Indifference point. [08]

Analysis of Financial Statements: Techniques of Financial Analysis, Ratio analysis, Funds-Flow Analysis, Cash Flow Analysis.

Management of Working Capital: Nature and Significance of working capital, Operating cycle and factors determining Working Capital requirements, Estimation of Working Capital. [14]

Text Books

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems,* Tata McGraw Hill
2. Pandey, I M. *Financial Management,* Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, "*Fundamentals of Financial Management",* Pearson Education
2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, "*Corporate Finance",* Tata McGraw Hill
3. Srivastava, Rajiv, and Anil Mishra, "*Financial Management",* Oxford University Press, UK
4. Sharma, G.L., and Y.P. Singh., "*Contemporary issues in Finance and Taxation",* Academic Foundation Delhi
5. Chandra, P., "*Financial Management-Theory and Practice",* Tata McGraw Hill

Note: Latest edition of text book and references must be used.

Foreign Language – I **3-0-0-3**

Offered by School of Liberal Arts

Mody University Elective **3-0-0-3**

Offered by different Schools of University

BS 251 **Production and Operations Management** **3-0-0-3**

Course Objective

This course introduces the students to the theory and practice of production management as a functional area in the management of business enterprise.

Course Content

Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting.
Plant Location and Utilities: Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control. [07]

Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques. [05]

Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications. [07]

Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement-Time Study.
Quality Control: Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle. [20]

Text Books

1. Aswathappa. K & Bhat, Shridhar. K; *Production and Operations Management*, Himalaya Publishing House, New Delhi.
2. Heizer Jay and Render Barry,"*Production & Operations Management*", Pearson Edu.

References:

1. Goel, B.S; *Production Operations Management*, Pragati Prakashan, Meerut.
2. Adam & Ebert; *Production and Operations Management*, PHI, New Delhi.
3. Buffa & Sarin; *Modern Production/Operation Management*, John Wiley & Sons, New Delhi.
4. *Production/Operations Management*, MS-53 (IGNOU), New Delhi
5. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, "*Production & Operations Management Manufacturing and Services*", Tata McGraw Hill

Note: Latest edition of text book and references must be used.

SECOND YEAR
SPRING SEMESTER
(Semester – IV)

BS 212 **Human Resource Management - II** **3-0-0-3**

Course Objective

To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

Course Content

Industrial Relations: Concept, Importance, Industrial Conflicts and Dispute Settlement Machinery.

Trade Unions: Meaning, Importance of Unionship, Evolution of Trade Union Movement in India, Union Problems, Measures to strengthen Trade Union, Employee welfare and Social security measures. [15]

Collective Bargaining: Concept, Process, Pre-requisites of Collective Bargaining, Collective Bargaining vs. Negotiation Skills. [06]

Grievance Procedure and Discipline: Introduction, Objectives, Essential pre-requisites of Grievance procedure, Disciplinary procedure. [08]

Employee Participation: Objectives, Forms of Employee Participation.
International HRM: Dimensions, Domestic HRM and International HRM, Basic steps in HRM, the expatriate problem. [10]

Text Books

1. Rao, V.S.P.; *Human Resource Management*, Excel Books, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management",* Wiley, India.

References:

1. Aswathappa; *Human Resource Management*, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; *Human Resource Management and Industrial Relations*, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B.and Gankar, S. V.; *Personnel Management*, Himalaya Publishing House, New Delhi.
4. Dessler Gary; *Human Resource Management*, Pearson Education, New Delhi.
5. Mondy, A. W. and Noe, R. M., "*Human Resource Management",* Pearson Education.

Note: Latest edition of text book and references must be used.

BS 222 **Business Research** **3-0-0-3**

Course Objective

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business research.

Course Content

Nature and Scope of Business Research: Role of Business Research in decision making. Applications of Business Research. The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Business Research problem. [10]

Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India) [07]

Primary Data Collection: Survey Vs. Observations. Comparison of selfadministered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniquespaired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design. [12]

Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, One way ANOVA. Introduction to theoretical concept of Factor Analysis and Discriminant Analysis. [10]

Text Books

1. Cooper & Schindler, "*Business Research Methods*", McGraw-Hill Education
2. Aaker, Kumar, Day, " *Marketing Research*", Wiley

References:

1. Zikmund, Babin& Carr, "*Business Research Methods"*, South-Western.
2. Churchill, "*Marketing Research: Methodological Foundations*", Cengage Learning
3. NareshMalhotra, "*Marketing Research*", Pearson
4. Deepak chawla and Neena Sondhi, "*Research Methodology"*

Note: Latest edition of text book and references must be used.

BS 262 **Financial Management – II** **3-0-0-3**

Course Objective

The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

Course Content

Capital Budgeting: Nature of Investment decisions, Identifying relevant cash flows, cash flows vs. accounting profit investment, Evaluation criteria, Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, NPV and IRR comparison, Project selection under capital rationing. [10]

Cost of Capital: Significance of cost of capital, Calculating cost of debt, Preference shares, equity capital and retained earnings, Combined (weighted) cost of capital.
Dividend Policy Decision: Dividend and Valuation Theories. [09]

Management of Cash: Introduction, objectives of cash management, motives for holding cash, Cash management techniques and models.
Management of Receivables: Introduction, objectives, Credit policies Credit terms and collection policies. [10]

Management of Inventory: Introduction, objectives and techniques of inventory management.
Marginal Costing and Managerial Techniques: Meaning, Difference between marginal costing and absorption costing method, Break Even Analysis (with Break even chart and Indifference point). [10]

Text Books

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems*, Tata McGraw Hill
2. Pandey, I M. *Financial Management*, Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, "*Fundamentals of Financial Management",* Pearson Education
2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, "*Corporate Finance",* Tata McGraw Hill
3. Srivastava, Rajiv, and Anil Mishra, "*Financial Management",* Oxford University Press, UK
4. Sharma, G.L., and Y.P. Singh., "*Contemporary issues in Finance and Taxation",* Academic Foundation Delhi
5. Chandra, P., "*Financial Management-Theory and Practice",* Tata McGraw Hill

Note: Latest edition of text book and references must be used.

BS 242 **Computer Applications in Business** **3-0-0-3**

Course Objective

To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

Course Content

Introduction: Introduction to Computer-Characteristics of Computers, The Computer System, Parts of Computers); Computer H/W Setup, Configuration, Networking, Mobile H/W Device and types wireless Networking; Operating System- Introduction to Operating Systems, An overview of various Computer & Mobile OS & Application (UNIX / Linux, DOS, Windows, Android, windows mobile, iOS Like), Features of latest Windows Operating Systems & its Management & Networking (Installation, backup, security, User control), Usage of payment gateways. [08]

Introduction to essential tools: Introduction to facilities & commonly used features of:

a) **Word:** Working with word document, Inserting, filling and formatting a table, Mail Merge including linking with Access Database, Creating Macros -Sending E-mail from Word Import / Export of files Converting Word Document to Web Document, PDF files Hyperlinks; OLE Security features in MS-Word - Protection of Documents - Password for Documents - Checking for viruses in macros, referencing, creating bibliography, manage sources and citations, review documents.

b) **PowerPoint:** Preparing Presentations,Slides,Handouts,Speaker's Notes - Outlines - Media Clips - Charts – Graphs, Adding the Transitions to the Slide Show - Special effects in detail, - Setting Slide timings.

c) **Excel:** Creating a work book, Rearranging Worksheet, Organizing Charts and graphs, Ranges and Functions & Formulae: Mathematical, Statistical Financial Functions such as NPV (Net present value), Future value, IRR (Internal Rate of Return), EMI (Equated Monthly Installments, Compounding Yearly, periodic and monthly) - Auto Calculate Using Names in a Formula, Formula Editing, Macros, Consolidation of Data & Data Analysis - Sorting List, Filter & More Filtering Techniques - Consolidate data in multiple worksheets - What-if analysis, Goal Seek Scenario Manager, Solver, Lookup Function - Sub Totals, Nested-IF, Statistical Analysis; Data Validation & Protection - Create a drop-down list from a range of cells - Apply data validation to cells - Copy data validation setting, remove data validation - Find cell that have data validation, protect cell data, using password to protect sheet and workbook. - Use validation to create dependent list; Pivot table Reports & Pivot Chart Reports. [12]

Using MS Excel for Data Analysis & Reporting Features:

Using spreadsheet for following purposes and making reports:

- Loan & Lease statement
- Ratio Analysis.
- Payroll statements
- Capital Budgeting
- Depreciation Accounting
- Graphical representation of data
- Frequency distribution and its statistical parameters
- Correlation and Regression [10]

RDBMS Concepts & Access: RDBMS Concepts, Terminology, Models - RDBMS, Data Modelling using ERD, DB Design using Normalization; Access Creating Databases & Tables – An Introduction; Event Handling & Report Generation; Using Macros; Using

Queries through Case Study.
Structured Query Language (SQL): Introduction to Data Definition Language Statements & Data Manipulation Language Statements (Creating Tables, Selecting Data, Inserting Data, Updating Records, Dropping a Table, Querying Database, Aggregating Data, Grouping, Ordering Data, Joining Tables etc.) & Case Studies.
CAAT Tools: Capabilities & Importing Data from Accounting & other Application Systems - An Introduction; Analytical Reports, Duplicates/ Gaps. Sorting & Charting; Stratification, Summarization, Statistics & Aging - An Introduction; Sampling, Macros and Audit Trail. [09]

Text Books

1. Rajaraman, V., *Introduction to Information Technology*, PHI.
2. Hall, J.A., "*Accounting Information System"*, South-Western College Publishing.

References:

1. Boockholdt, J.L., "*Accounting Information System: Transaction Processing and Control"*, Irwin Mcraw-Hill.
2. Gelinas, Ulric J., and Steve G. Sutton, *Accounting Information System*, South Western Thomson Learning.

Note: Latest edition of text book and references must be used.

Foreign Language – II 3-0-0-3

Offered by School of Liberal Arts

Mody University Elective 3-0-0-3

Offered by different Schools of University

BS 252 **Business Ethics and Corporate Governance** **3-0-0-3**

Course Objective

The main objective of this course is to provide students with the basic skills concerning business ethics, governance and corporate social responsibility. Additionally, students should understand the role of ethics, corporate responsibility and sustainability in business activities and evaluate business practices in these fields.

Course Content

Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories **Indian Management Ethos** : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[12]
Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders, Whistle- Blower Policies, Ombudsman.	[08]
Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.
2. Balasubramanian, N., "*Corporate Governance and Stewardship*", Tata McGrawHill, New Delhi

References:

1. Mallin, Christine A., *Corporate Governance (Indian Edition*), Oxford University Press, New Delhi.
2. S.A. Sherlekar, *Ethics in Management*, Himalaya Publishing House, 2009
3. Beeslory, Michel and Evens, *Corporate Social Responsibility*, Taylor and Francis,
4. Bob Tricker, *Corporate governance- Principles, policies and practices*, Oxford University Press.
5. W.H. Shaw, *Business Ethics*, Cengage Learning.

Note: Latest edition of text book and references must be used.

THIRD YEAR
AUTUMN SEMESTER
(Semester – V)

BS 311 **International Business** **3-0-0-3**

Course Objective

An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

Course Content

Introduction: Nature of International Business, Need to study, Drivers of IB, IB vs. Domestic Business, Routes of Globalization, Multinational Corporations. [06]

Theories of Global Trade and Investment: Foreign Trade Policies, Trade Theories, Foreign Direct Investment—Basic concepts, FDI in India. [07]

Political Environment—Democracy, Totalitarianism, Political Risk.
Legal Environment—Systems of Law, International Disputes Resolution, Areas of Concern for MNCs.
Technological Environment—Features of Technology, Impact of Technology, Implications for MNCs, Issue of Technology Transfer. [15]
Cultural Environment—Nature, Elements of Culture and their implications for IB
Economic Environment and International Financial Management: Income-wise classification of countries, Economic Systems, Trade Barriers.
International Financial Management— Nature, FOREX Management, Balance of Payments, International Financial Markets, Role of International Financial Institutions—IMF, WB. [11]
Major Regional Trading Institutions and Groups: WTO, SAARC, ASEAN, EU, OPEC.

Text Books

1. Aswathappa, K.; International Business, Tata McGraw Hill, New Delhi.

References:

1. Cherunilam, Francis; *International Business*; Prentice Hall India, New Delhi.
2. Daniels, John D., Lee H. Radebaugh, Daniel P. Sullivan; *International Business*, Pearson Education, New Delhi.
3. Hill, Charles W. L.; *International Business*, Tata McGraw Hill, New Delhi.
4. Vyuptakesh Sharan, *International Business*, 3rd Edition, Pearson Education in South Asia, New Delhi.

Note: Latest edition of text book and references must be used.

BS 321 **Quantitative Techniques for Management** **3-0-0-3**

Course Objective

To apprise students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course Content

Introduction: Meaning, Scope, Origin, Uses, Limitations and Techniques. **Linear Programming:** Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method and Simplex method. [09]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. **Assignment Model:** Assignment problem as a variant of transportation problem, Methods of solving assignment problems. **Game Theory:** Game models, Two player zero sum game, payoff matrix, pure and mixed strategy, Method of Saddle point for pure strategy, Algebraic method for mixed strategy with 2 x 2 Pay-off; Dominance method, Graphical Techniques. [10]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. **Decision Making:** Decision making under Risk and Uncertainty, Pay-off table, Decision rules, Decision Tree. **Replacement Problems:** Types of Replacement situations, Group Replacement Policy. [10]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. **Simulation:** Process of simulation, Monte Carlo technique, Advantages and Disadvantages, Applications in queuing and Inventory problems. [10]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "*Quantitative Techniques*", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BS 361 **Business Policy and Strategy** **3-0-0-3**

Course Objective

To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Course Content

Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement. [10]

Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis. [10]

Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions. [10]

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance. [09]

Text Books

1. J.A. Pearce & R.B. Robinson : "*Strategic Management formulation implementation and control*", TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : "*Crafting and executing strategy*", TMH

References:

1. Gerry Johnson & Kevan Scholes, "*Exploring corporate strategies*", PHI
2. Upendra Kachru, *Strategic Management*, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland, "*Strategic Management –Concepts and Cases*", McGraw-Hill Companies
4. Lawrence R. Jauch & William F. Glueck: "*Business Policy and Strategic Management*" (Mcgraw Hill Series in Management).

Note: Latest edition of text book and references must be used.

THIRD YEAR
SPRING SEMESTER
(Semester – VI)

BS 312 **E-Commerce** **3-0-0-3**

Course Objective

The objectives of the course is to introduce the concept of electronic commerce, and to understand how electronic commerce is affecting business enterprises, governments, consumers and people in general

Course Content

Introduction to E-commerce: Meaning and concept, Need for E-commerce, Classification of E-commerce, Electronic vs. Traditional commerce, E-commerce and E-business, Business applications of E-commerce, E-commerce as an electronic trading System, Special features.
Network Infrastructure and Protocol: LAN, Ethernet, WAN, Internet, TCP/IP, DNS, FTP, E-mail, WWW server, Web Browser, HTTP. [10]

Electronic Payment System: Introduction, Online Payment System, Prepaid electronic payment system, post paid electronic system, E-cheques, Debit and Credit Cards, Smart Cards, E-purses. Credit and legal risk of e-payment system.
Website Design: Role of website in B2C E-commerce, website strategies and web-site design principles, Push and pull technologies, Alternative methods of customer communication. [11]

Business to Business E-Commerce: Need and alternative of B2B E-commerce, Technologies, EDI and paperless trading, EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, Features of EDI service arrangements, Internet-based EDI. [10]

Securing Network Transaction: Security policy, Procedures and practices, Transaction Security, Fireball, Cryptography Algorithm, Public Key Algorithm, Authentication Protocol, Digital Signature, Site Security, E-Mail Security. [08]

Text Books

1. Bharat Bhasker, "*Electronic Commerce*", TMH, New Delhi

References:

1. David Whiteley, "*E-Commerce*", TMH, New Delhi
2. Chandra T N, R.K. Suri, Sanjiv Verma, "*E-Commerce New Vistas for Business*",Dhanpat Rai & Co., New Delhi
3. Jim A. Carter, "*Developing E-Commerce Systems*", PHI, New Delhi

Note: Latest edition of text book and references must be used.

BS 322 **Project Management** **3-0-0-3**

Course Objective

To enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project.

Course Content

Introduction: Objectives of Project, monitoring and control of investment projects, role of strategic resource allocation, identification of investment and project ideas. Feasibility / viability analysis. [07]

Project Preparation: Marketing and demand analysis, Technical feasibility,; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects. [11]

Project appraisal/selection: Business criterion of growth by: Investment critieria, Project risk analysis ,social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate. [11]

Issues in Project Planning and Management: Networking techniques for Project Management: PERT and CPM, Project Review and Adminsitrative Aspects. [10]

Text Books

1. Chandra. Prasanna, *"Projects Planning.Analysis, Selection,Financing, Implementation, and Review",* McGraw Hill.
2. Gray, Clifford .F. *Project Management.* McGraw Hill.

References:

1. Gopalakrishnan. P. and.Ramamurthy, V.E., "*Text Book of Project Management*", Macmillan India Ltd.
2. JyotsnaBapat, "*Development Projects and critical theory of Environment*", Sage Publication, New Delhi.
3. John M. Nicholas, "*Project Management for Business and technology:Principles and Practice*", Pearson Prentice Hall, New Delhi.
4. David I. Cleland, "*Project Management: Strategic Design andimplementation"*, McGraw Hill Inc.

Note: Latest edition of text book and references must be used.

BS 332 **Basics of Taxation** **3-0-0-3**

Course Objective

To acquaint the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.

Course Content

Basic Concepts: Definitions, Basis of Charge, Residential Status, Scope of Total Income - Exempted income
Heads Of Income: Income from Salaries, Income from House property, Income from Business or Profession, Capital gains, Income from other sources. [15]

Total Income: Deemed income, Set off and Carry forward of losses Deductions from Gross Total Income, Assessment of Individual, Tax Deducted at Source, E-filing of return. [07]

Central Excise and Customs: (a) Nature and Scope of Central Excise, Important Terms and Definitions under the Central Excise Act and related rules, General Procedure, CENVAT.
(b) Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act 1975 and the related Rules. [06]

Central Sales Tax Act, 1956 and VAT: (a)Important terms and definitions under Central Sales Tax Act, 1956—Nature and Scope of Central Sales Tax Act, Provisions relating to inter-state sales, Sales inside a State, Sale/Purchase in the course of Import and Export out of India.
(b) Meaning and need of VAT and related rules
Service Tax: Formation and functions of DGST, Existing schemes for levy, assessment & collection of service tax and related rules [11]

Text Books

1. Singhania, V.K. *Student Guide to Income Tax*. Taxmann Publications Pvt. Ltd.
2. Ahuja Girish and Gupta Ravi: *Practical approach to Income Tax*, Wealth Tax and Central Sales Tax; Bharat Law House Pvt. Ltd., New Delhi.

References:

1. Ahuja& Gupta. Simplified Approach to *Income Tax Flair*, Publications Pvt. Ltd.
2. Mahesh Chandra &Shukla, D.C. *Income Tax Law & Practice* Pragati Publications.
3. Goyal, S.P. *Tax Planning and Management*. SahityaBhawan Publications.

Note: Latest edition of text book and references must be used.

FS 311 **International Finance (DSE – I)** **3-0-0-3**

Course Objective

The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Course Content

Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade,International trade financing in India, Balance of payments (of India).

Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotationsdirect, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts. Concept of cryptocurrency. [12]

Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between Purchasing Power Parity (PPP) and Interest Rate Parity theories (IRP), the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models [10]

Foreign Exchange Exposures: Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk., Issue of global depositary receipt (GDR), American depositary receipt (ADR), Euro bonds and foreign bonds. [08]

International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, , International project appraisal-Methods and Techniques; **Multinational Working Capital Management:** Tools and techniques for International Working Capital Management, Current Asset Management for the Multinational/International [09]

Text Books

1. PG Apte, "*International Finance*", Tata Mcgraw Hill
2. Alan C. Shapiro, "*Multinational Financial Management*", Prentice Hall

References:

1. Maurice D. Levi, "*International Finance- The Markets and Financial Management of Multinational Business*", Mcgraw Hill
3. V.I.J Madhu *"International Financial Management*", Excel book, New Delhi
4. Jeff Madura "*International Financial Management*" .- Cengage Learning

Note: Latest edition of text book and references must be used.

FS 321 **Investment Banking and Financial Services (DSE – I)** **3-0-0-3**

Course Objective

The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Course Content

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment/ Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue. [09]

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work and obligations, Investor protection, Broker, sub broker and underwriters. De-mat accounts: introduction, merits and limitations. [09]

Leasing and Hire Purchase : Concepts of leasing, types of leasing – financial and operating lease, direct lease and sales and lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest and Instalment, difference between Hire Purchase and Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, **Housing Finance :** Meaning and rise of housing finance in India, Fixing the amount of loan, re-pricing of a loan, floating vs. fixed rate, Practical problems on housing finance. [11]

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment mortgages (GPMs), PledgedAccount Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of nonmortgage assets, Securitization in India. Latest innovations and technological integration in financial services. [10]

Text Books

1. M.Y.Khan, "*Financial Services*", Tata McGraw –Hill.
2. Machiraju, "*Indian Financial System*", Vikas Publishing House.

References:

1. J.C.Verma, "*A Manual of Merchant Banking*", Bharath Publishing House.
2. K.Sriram, "*Hand Book of Leasing, Hire Purchase and Factoring",* ICFAI, Hyderabad.
3. Ennew.C.Trevor Watkins and Mike Wright, "Marketing of Financial Services", Heinemann Professional

Note: Latest edition of text book and references must be used.

FS 331 Investment Analysis and Portfolio Management (DSE – I) 3-0-0-3

Course Objective

The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Content

Introduction to Investment Environment: Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives **Capital Market in India:** Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks	[10]
Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Theories: Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.	[10]
Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix, Portfolio Construction: Markowitz, Sharpe-Single Index, and Multiple factor Model	[10]
Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line. **Portfolio Performance Measurement:** Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems). Mutula Funds : Test Run ..	[09]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management"*, Tata McGraw Hill.
2. Pandiyan, Punithavathy, "*Security Analysis and Portfolio Management"*, Vikas Publications

References:

1. Fischer, D.E. and Jordan, R.J, "*Security Analysis and Portfolio Management*", Pearson Education
2. Sharpe, W.F., "Alexander, G.J. and Bailey, J, "*Investments*", Prentice Hall of India
3. Singh, R., "*Security Analysis and Portfolio Management*", Excel Books
4. Frank K Reilly and Keith C Brown, "*Investment Analysis and Portfolio Management*", Cengage India Pvt. Ltd.

Note: Latest edition of text book and references must be used.

FS 341 **Strategic Financial Management (DSE – I)** **3-0-0-3**

Course Objective

To acquaint the students with concepts of Financial management from strategic perspective and to familiarize various Techniques and Models of Strategic Financial Management.

Course Content

Dividend Decision: Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy	[06]
Capital Budgeting: Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree.	[08]
Capital Rationing: Meaning, Advantages, Disadvantages, Practical Problems	[09]
Shareholder Value and Corporate Governance: Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India	[08]
Corporate Restructuring: Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.	[08]

Text Books

1. IM Pandey, *Financial Management*, Vikas Publishing House
2. Khan & Jain, *Financial Management*, Tata McGraw Hill, Delhi

References:

1. C. Paramasivan& T. Subramanian, *Financial Management*, New age International Publisher
2. Van Horne &Wachowiz, *Fundamentals of Financial Management*, Prentice Hall
3. Prasanna Chandra, *Strategic Financial Management*, Tata McGraw Hill, Delhi

Note: Latest edition of text book and references must be used.

FS 312 **Financial Institutions and Markets (DSE-I)** **3-0-0-3**

Course Objective

The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Content

Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade;RBI and Functions, Role of RBI as a central banker; Products offered by Banks and Financial Institutions (FI), Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs. [08]

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary and secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks. [11]

Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between Standing Committee on Academic Matters dated 20.08.2018 Annexure No.-56 Bachelor of Management Studies University of Delhi 31 NSE and BSE, Raising of funds in International Markets: American Depositary Receipt (ADRs) and global depositary receipt (GDRs), foreign currency convertible bond (FCCB) and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE and NSE. [10]

Money Markets and Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of Securities Trading Corporation of India (STCI) and Discount and Finance House of India (DFHI) in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Oversubscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds. [10]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "*Quantitative Techniques*", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

FS 322 **Tax Planning** **3-0-0-3**

Course Objective

The objective of this course is to acquaint the students with the tax structure for individuals and corporates and also its implications for planning.

Course Content

Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.	[07]
Computation of Income under the Head: Salary, House Property and Profits and gains from Business or Profession. Computation of Income under the Head: Capital gains and Income from other sources.	[12]
Clubbing of Income: Set-off and carry-forward of losses , Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units, Procedure for assessment: E-filing of return, Introduction to the concept of Goods and Services Tax (GST) and Direct Tax Code (DTC).	[11]
Meaning of Tax Planning and Management: Nature, scope and justification of corporate tax planning; Computation of taxable income and tax liability of companies: Minimum Alternative Tax, Introduction to tax planning with reference to financial decisions; tax planning with reference to amalgamation or de-merger of companies (only theory)	[09]

Text Books

1. Singhania, V.K. *Student Guide to Income Tax*. Taxmann Publications Pvt. Ltd.
2. Ahuja& Gupta. *Simplified Approach to Corporate Tax*. Flair Publications Pvt. Ltd

References:

1. Ahuja& Gupta. *Simplified Approach to Income Tax Flair*, Publications Pvt. Ltd.
2. Mahesh Chandra &Shukla, D.C. *Income Tax Law & Practice* Pragati Publications.
3. Goyal, S.P. *Tax Planning and Management*. SahityaBhawan Publications.

Note: Latest edition of text book and references must be used.

FS 332 **Derivatives and Risk Management (DSE – I)** **3-0-0-3**

Course Objective

The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate issues and challenges in better manner.

Course Content

Introduction to Derivatives Market: Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures. [09]

Hedging: Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge. [10]

Futures: Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model [10]

Options: Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies [10]

Types of Risk: Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN Margin

Text Books

1. Srivastava.R*; Dervatives and Risk Management*, OUP, 2nd Edition, 2017.
2. Hull, John C, and Basu S; *Options, Futures, And Other Derivatives*, Pearson, Delhi, Pearson Publications, 10th ed

References:

1. Chance D.M; *Introduction to Derivatives and Risk Management*, South Western Cengage Learning.
2. Sundaram and Das; *Derivatives: Principles and Practice*, McGraw Hill.

Note: Latest edition of text book and references must be used.

FS 342 **Business Analysis and Valuation (DSE – I)** **3-0-0-3**

Course Objective

This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value. It will also discuss the issues and challenges faced during the valuation of assets especially in the conditions of uncertainties.

Course Content

Introduction: Understanding the different aspects of an Annual Report of a company; Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion and analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company.	[10]
Cash Flows Valuation: Non –Discounted :Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model.	[09]
Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates, cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk and equity risk), valuing an asset with an infinite life.	[10]
Firm Valuation Models: Cost of capital approach, Adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies. Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options.	[10]

Text Books

1. Chandra, P. (2011), "*Corporate Valuation and Value Creation"*, TMH
2. Damodran, A. (2014), "*Applied Corporate Finance*", 4th Edition, New Delhi: John Wiley and Sons.

References:

1. Ross, S.A., Westerfield, R.W., Jaffe, J. (2015), "*Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.
2. Weston, Chung, and Hoag, "*Mergers. Restructuring and Corporate Control*", Prentice Hall of India

Note: Latest edition of text book and references must be used.

MK 311 **Advertising and Brand Management (DSE – II)** **3-0-0-3**

Course Objective

To equip the students with the nature, purpose and complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Course Content

Introduction: Advertising need and importance; growth of modern advertising; advertising and the marketing mix; types and classification of advertisement; advertising spiral; social and economic aspects of advertising; Marketing communication models- AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy.	[09]
Contd.: Exposure, salience, familiarity, low involvement, central route and peripheral route and cognitive learning; positioning strategies ; Associating feelings with a brand; Developing brand personality; creating copy strategies- Rational and emotional approaches; selection of an endorser; creative strategy and style- brand image, execution, USP, common touch and entertainment; message design strategy; format and formulae for presentation of appeals (slice of life, testimonials, etc.); different types of copy; art and layout of an advertisement- principles of design, layout stages, difference in designing of television, audio and print advertisement.	[10]
Introduction to broadcast and non -broadcast media; Budgeting decision rule-percentage of sales method, objective to task method, competitive parity, and all you can afford; Key factors influencing media planning; Media decisions- media class, media vehicle and media option; Scheduling- flighting, pulsing, and continuous Importance and need for sales promotion; planning for consumer schemes and contests; different types of consumer schemes.	[10]
Concept of a brand: brand evolution; branding challenges and opportunities; strategic brand management process; Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning; Designing and implementing brand strategies; brand extension; brand hierarchy-Kapferer. Brand equity; brand personality; brand image; managing brands overtime.	[10]

Text Books

1. Chunawalla S.A. (2015), "*Advertising and Sales Promotion Management*", Himalaya Publishing House
2. Keller, K.L., Parameswaran, A.M.G. and Jacob, I., "*Strategic Brand Management: Building, Measuring and Managing Brand Equity*", Pearson Education India

References:

1. Kazmi, S.H.H and Batra, S., "*Advertising and Sales Promotion Management*", Excel Books.
2. Kapferer J N," T*he new Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*, Kogan Page.
3. Batra, R., Myers, J.G., and Aaker, D.A., "*Advertising Management*", Prentice Hall.

MK 321 **Retail Management (DSE – II)** **3-0-0-3**

Course Objective

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Content

Introduction: Introduction to retailing, definition, characteristics, Evolution of retailing in India, Retailing in India, Emerging trends in retailing, Factors Behind the change of Indian retail industry. [11]

Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix and Non- traditional selling; Store Planning: Design and Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management. [15]

Retail Marketing: Advertising and Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing; Retail Merchandising: Buying function, Markups and Markdown in merchandise management, shrinkage in retail merchandise management. [12]

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing; Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security. [14]

Text Books

1. Harjit Singh, "*Retail Management*", S. Chand Publication, New Delhi
2. Berman and Evarv, "*Retail Management*", Prentice Hall

References:

1. Gibson G Vedamani, "*Retail Management: Functional principles and practices*", Jaico Publishing House
2. Cullen and Newman, "*Retailing – Environment and Operations*", Cengage Learning EMEA
3. Bajaj, Tuli and Srivastava, "*Retail Management*", Oxford University Publications

Note: Latest edition of text book and references must be used.

MK 331 **Marketing of Services (DSE – II)** **3-0-0-3**

Course Objective

The course is designed to equip students with the knowledge of marketing of all types of services.

Course Content

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges. [08]

Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process. [11]

Service marketing: strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis [08]

Service quality: concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc. [12]

Text Books

1. Shanker, R., "*Services Marketing: The Indian perspective*", Excel Books
2. Fisk, R. P., Grove, S. J., and John, J. Interactive Services Marketing. New York. Houghton Mifflin

References:

1. Glynn, W. J., and Barnes, J. G., "*Understanding services management - Integrating Marketing, Organizational Behaviour, Operations and Human Resources Management*", Prentice Hall
2. Gronroos, C., "*Service Management and Marketing - A Customer Relationship Management Approach*", New York: John Wiley
3. Hoffman, K. D., and John, E. G. B., "*Marketing of Services: Concepts, Strategies and Cases*", Thomson-South Western
4. Lovelock, C. H.; "*Service Marketing"*, Prentice Hall, New Jersey.
5. Zeithaml, V. A. et al; "*Services Marketing"*, Tata McGraw Hill, New Delhi.

Note: Latest edition of text book and references must be used.

MK 341 **International Marketing (DSE – II)** **3-0-0-3**

Course Objective

The course is designed to equip students with the knowledge of international marketing of all types of products and services.

Course Content

Framework: Nature and Importance of International marketing – process of International marketing, International dimensions of marketing and benefits of international marketing, steps of development of the transnational corporation. Intra firm and environmental factors, social, cultural, economic, political and legal aspects, Difference between domestic marketing, multinational and international marketing. [9]

International Marketing Decisions: Global marketing information system and research – nature of marketing research, sources of information and marketing research – primary and secondary global market segmentation, targeting and positioning. Foreign market entry strategy – market analysis, export, licensing, joint ventures, Manufacturing, management contracts turns key operations, acquisition and mergers, analysis of entry strategy. Identifying foreign markets, market research overseas. Market entry. [9]

Institutional Infrastructure: Global marketing mix – International product decision, what is product development, product positioning, theory of IPLC, Product standardization and product adaptation, branding and packaging, International pricing decision – role of price, supply and demand, international channel decisions – importance and scope of channel decision, direct and indirect selling channel sales and promotion, advertising. [9]

Documentation: Introduction to Export documentation and procedures, framework, pre-shipment and post shipment documents, Role of ITPO in export promotion, quality control and pre-shipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc. [12]

Text Books

1. Albaum, G. Strandskov, J. and Duerr, E. "*International Marketing and Export Management*". 7/E. Delhi: Pearson Education.
2. Keegan, W. and Green, M. "*Global Marketing*". 4th ed. Delhi: Pearson.

References:

1. Melewar, T.C. and Gupta, S. "*Strategic International Marketing*". Basingstoke: Palgrave-Macmillan.
2. Czinkota, M.R. and Ronkainen, I.A. "*International Marketing*". 10th ed. Delhi: South-Western, Cengage Learning India Pvt. Ltd.
3. Hans Muhlbache, "*International marketing-A global perspective*", Cengage Learning
4. Cateora, P.R., Graham, J.L. and Salwan, P. "*International Marketing*". 13th ed. Delhi: McGraw Hill.
5. Gillespie, K., Jeannet, J.P. and Hennessey, H.D. "*International Marketing*". Delhi: Cengage Learning.
6. Hollensen, S. and Banerjee, M. "*Global Marketing*". 4th ed. Delhi: Pearson.
7. Onkvisit, S. and Shaw, J. "*International Marketing: Strategy and Theory*". 5th ed. London: Routledge.

Note: Latest edition of text book and references must be used.

MK 312 **Personal Selling and Sales Force Management (DSE – II)** **3-0-0-3**

Course Objective

To familiarize the students with the concept and practice of personal selling process, techniques and methods in the modern organizational setting.

Course Content

An overview of personal selling; functions of a sales person, characteristics of a sales person, Sales as a career. [09]

Personal Selling situations; Theories: AIDAS, Right set of circumstances theory, Buying formula theory; Why people buy? [09]

Prospecting: Need and Methods; Pre approach: Sales Knowledge; Sales presentation: methods, elements, the approach; Handling Objections: categories and techniques; Closing the sale: techniques; Post sale follow up. [11]

Controlling the Sales Effort: Administering the sales budget, Sales quota, Sales territory management:Sales territory concept, reasons for establishing sales territories, procedure for setting up sales territories. Sales control and cost analysis. [10]

Text Books

1. Charles Futrell, "Fundamentals of Selling", McGraw Hill
2. Still, Cundiff and Govani, "*Sales Management*", Prentice Hall of India

References:

1. Panda T.K & Sahadev S. "*Sales and Distribution Management"*, 2/e, Oxford University Press.
2. Havaldar K & Cavale V. "*Sales and Distribution Management"*, Tata McGraw-ND.

Note: Latest edition of text book and references must be used.

MK 322 **Rural Marketing (DSE – II)** **3-0-0-3**

Course Objective

The main objective of this programme is to develop a strong foundation of applied knowledge, concepts, approaches and analytical-skills in the participants for successful marketing of products and services to rural consumers and users.

Course Content

Rural Marketing: Importance, Nature and Scope; Rural vs Urban Marketing; Definition of Rural Area
Understanding Rural Marketing Environment: Geographical, Economic, Socio-Cultural and Infrastructural Factors and their Influence on Marketing Operations [11]

Rural Consumer: Characteristics, Attitudes and Behaviour; Buying Patterns and Influences; Segmenting Rural Markets [06]

Rural Marketing Strategies: Product Planning for Rural Markets, Quality and Size; Packaging and Branding Decisions; Pricing Decisions
Promotion and Distribution in Rural Markets: Media and Copy Decisions; Distribution Channels and Logistics in Rural Markets [13]

Marketing of Agricultural Products: Pricing and Distribution of Agricultural Products; Role of Government and Organisations in Marketing of Agricultural Products; Co-operative Marketing; Problems in Agricultural Marketing [09]

Text Books

1. Kashyap, P.: "*Rural Marketing*"; Pearson, New Delhi.
2. Krishnamacharyulu, C. S.: "*Rural Marketing – Text and Cases*"; Pearson, New Delhi.

References:

1. Dogra, B. and Ghuman, K.: "*Rural Marketing – Concepts and Practices*"; TMH, New Delhi.
2. Ramkishen, Y.: "*New Perspectives in Rural and Agricultural Marketing*"; Jaico Publishing House, New Delhi.
3. Rajagopal: "*Management of Rural Business*" Wheeler Publications, New Delhi.
4. Neelameghan S. "*Marketing in India: Cases and Readings*"; Vikas Publishing House, New Delhi.
5. Gopalaswamy T. P."*Rural Marketing*"; Wheeler Publishers, New Delhi.

Note: Latest edition of text book and references must be used.

MK 332 Distribution and Supply Chain Management (DSE – II) 3-0-0-3

Course Objective

This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

Course Content

The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.
Distribution: Basic concept, Transportations, Inventory, Warehousing, Managing logistics. [10]

Concepts and importance: of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit. [09]

Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment. [10]

Strategic Alliances: Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management. [10]

Text Books

1. Ayers, J. B., "*Handbook of supply chain management*", Florida: Auerbach Publication..
2. Chopra, S., and Meindl, P., "*Supply chain management: Strategy, planning and operation*", New Delhi: Pearson Education.

References:

1. Ballou, R. H., and Srivastava, S. K., "*Business logistics/ supply chain management*", (5th Edition). New Delhi: Pearson Education.
2. Raghuram, G., and Rangaraj, N., "*Logistics and supply chain management: cases and concepts*", New Delhi: Macmillan.
3. Shah, J., "*Supply chain management: Text and cases*", New Delhi: Pearson Education.
4. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., and Shankar, R., " *Designing and managing the supply chain*", New Delhi: Tata McGraw Hill.
5. Coyle, J. J., Bardi, L. J., and Langley, C. J., "*The management of business logistics*," USA: South-Western.
6. Dornier, P. P., Ernst, R., Fender, M., and Kouvelis, P., "*Global Operations Management and Logistics: Text and Cases*", New York: John Wiley and Sons.

Note: Latest edition of text book and references must be used.

MK 342 Customer Relationship Management (DSE – II) 3-0-0-3

Course Objective

To understand the need and importance of maintaining a good customer relationship management system.

Course Content

Introduction Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders. Acquiring customers - Customer loyalty and optimizing customer relationships - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. [10]

Understanding Customers Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer lifetime value – Selection of Profitable customer segments. CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement. [10]

CRM Structures Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications. Sales Force Automation - Sales Process, Activity, Contact-Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM). [10]

CRM Planning And Implementation Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers. CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement. [09]

Text Books

1. Shainesh, G., and Sheth, J.N. "*Customer Relationships Management*", Strategic Prespective, Macmillan India.
2. Rai, A.K. "*Customer Relationship Management : Concepts and applications*", Prentice Hall of India Private Limted, New Delhi.

References:

1. Mohamed, H.P. and Sahadevan, A. "*Customer Relationship Management*", Vikas Publishing
2. Catheart, J. "*The Eight Competencies of Relationship selling*", Macmillan India
3. Shanmugasundaram, S. "*Customer Relationship Management*", Prentice Hall of India Private Limted, New Delhi, 2008
4. Buttle, F. (2010) "*Customer Relationship Management: Concepts & Tools*", Elsevier.
5. Kumar, V. and Werner J. (2008) "*Customer Relationship Management*", Wiley India.

HR 311 **Recruitment and Selection (DSE – III)** **3-0-0-3**

Course Objective

Organizations serious about obtaining profits through people will expend the effort needed to ensure that they select the right people. The organization needs to be clear about what are the most critical skills and attributes needed in its applicant pool and these skills and attributes must be consistent with the particular job requirements and the organization's approach to its market. In this context, this course is designed with the following objectives. On completion of the course students will be able to understand:

- The process of identifying job performance dimensions that are the basis for knowledge, skills and abilities required to perform the job assigned,
- The process of assessing knowledge, skills and abilities required to perform the job assigned,
- The process of incorporating knowledge, skills and abilities that are required for job performance, in the recruitment and selection measures and,
- The process of developing some of the assessment devices those aim at assessing the knowledge, skills and abilities of the applicants in selection

Course Content

Concept of Recruitment: Meaning, Importance, Purpose, Factors governing recruitment, Recruitment process, Sources of recruitment, Techniques of recruitment, Philosophies of recruitment, Evaluation of recruitment. [06]

Job Analysis and Profile Matching: Nature, Process, Methods of collecting job data, Potential problems with job analysis, Job design, Factors affecting job design, Job design approaches, Contemporary issues in job design, Job specification. [07]

Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and weighted application blanks- Meaning and definition, Advantages and disadvantages, Behavioral approach to recruitment - Spotting personality patterns, Making basic assumptions, Predicting the future, Strategy Vs. Technique, Studying the CV. [07]

Selecting the Right Candidate: Nature of selection, Process, Testing concepts – Reliability and validity, Employment law in India, **Testing:** Meaning, Definition, Purpose, Advantages and disadvantages, Ability tests, Clerical ability test, Mechanical ability test, Mental ability test, physical ability test, Personality assessment test, Typing test, Shorthand test, Computer proficiency test.

Interviewing: Planning the interview, Interview process - getting started, examining the interview areas, examining the strengths & weaknesses, Interview in public sector undertaking, statutory requirements. [11]

Reference checking and Appointment orders: Meaning, definition and purpose, Verification of character, Criminal antecedents, Previous work behavior and education qualifications, Verification of community certificates, Statutory requirements (under the Shops and commercial establishments Act), Contents of appointment letter, Hard copy (or soft copy), Method of delivery and retrieving the acknowledgement copy, Medical Examination and acceptance of offer for joining. [08]

Text Books

1. Bhattacharya Dipak Kumar, "*Recruitment and Selection : Theories and Practices*", 1st Edition 2016, Cengage Learning India.

References:

1. Pandey Vaneeta and Prasad Veena**, "***Recruitment and Selection*", 1st Edition 2015, Himalaya Publishing House.
2. Rashmi TK, "*Recruitment Management*", 1st Edition 2017, Himalaya Publishing House.

Note: Latest edition of text book and references must be used.

HR 321 **Performance Management (DSE – III)** **3-0-0-3**

Course Objective

To equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Content

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes. [04]

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application [06]

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal, Methods of Performance Appraisal - Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal. [11]

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support.

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team. [08]

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system. [06]

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM. [04]

Text Books

1. Aguinis, H. *"Performance Management"*, 3rd Edition, New Delhi: Pearson Education.
2. Bhattacharyya, D.K. *"Performance Management Systems and Strategies"*, 1st Edition, New Delhi: Pearson Education.

References:

1. Armstrong, M."*Armstrong's Handbook of Performance Management*", New Delhi: Kogan Page India.
2. Bagchi, S.N. "*Performance Management*", 2nd Edition, New Delhi: Cengage Learning.
3. Rao, T.V. "*Performance Management*" - Towards Organizational Excellence", 2nd Edition, New Delhi: Sage Publishing.

Note: Latest edition of text book and references must be used.

HR 331 **Labour Legislation (DSE – III)** **3-0-0-3**

Course Objective

To have a broad understanding of the legal principles governing the employment relationship at individual and collective level. To familiarize the students to the practical problems inherent in the implementation of labor statutes.

Course Content

The Factories Act, 1948; The Trade Unions Act, 1926 The Payment of Wages Act, 1936 The Minimum Wages Act, 1948; The Industrial Disputes Act, 1947 [09]

The Workmen's Compensation Act, 1923; The Payment of Gratuity Act, 1972; The Payment of Bonus Act, 1965; The Employee's Provident Fund & Misc. Act, 1952 [10]

The Employees State Insurance Act, 1948; The Industrial Employment (Standing Orders) Act, 1946; The Apprentices Act, 1961; The Equal Remuneration Act, 1976 [10]

The Maternity Benefit Act, 1961; Contract Labour Regulations and Abolition Act, 1970; The Child Labour Prevention and Regulation Act, 1986 [10]

Text Books

1. Piyali Ghosh and Shefali Nandan (2015), "*Industrial Relations and Labour Laws"*, 1st Edition, New Delhi, TATA McGraw Hill.
2. Sarma A.M (2015), "*Industrial Relations and Labour Laws",* 2nd Edition, Mumbai, Himalaya Publishing House, Mumbai.

References:

1. Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj, "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi, TATA McGraw Hill.
2. Padhi P.K., *"Labour and Industrial Laws*", 2nd Edition, New Delhi, PHI

Note: Latest edition of text book and references must be used.

HR 341 **Training and Development (DSE – III)** **3-0-0-3**

Course Objective

To familiarize the students with the concept and practice of training and management development in the modern organizational setting.

Course Content

Introduction: An overview of training, Role of training and development in HRD, Opportunities and challenges for training, Training and organizational development, Setting training objectives, Spiral model of training, Need to conduct Training Need Analysis (TNA), TNA Model, Need assessment process - Organizational analysis, Person analysis, Task analysis, Output of TNA, Approaches to TNA - Proactive TNA, Reactive TNA. [10]

Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer; Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives. [09]

Training methods: Lectures and demonstrations; Games and Simulations: Equipment simulators, business games, In-basket technique. Case studies, role play, behaviour modelling, Job instruction technique, apprenticeship, coaching, mentoring, experiential training, vestibule training; Computer based training methods. [10]

Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs, Development methods: Action learning, job rotation, executive development programs, special job assignments, team building, coaching, mentoring. [10]

Text Books

1. Raymond A Noe, "*Employee Training and Development*", 7th Edition, McGraw Hill India.
2. Lynton Rolf and Pareek Udai, "*Training and Development*", Prentice Hall

References:

1. Blanchard P. Nick and Thacker James., "*Effective Training, Systems, Strategies and Practices*", Pearson
2. French Wendell, Bell Cecil and Vohra Veena, "*Organisation Development, Behavioral Science Interventions for Organisation Improvement*", Prentice Hall.

Note: Latest edition of text book and references must be used.

HR 312 **Strategic Human Resource Management (DSE – III)** **3-0-0-3**

Course Objective

This course will help the student to get exposure on Strategic Human Resource Management. Understand the different strategies relating to human resource management.

Course Content

Human Resource functions in India – Emergence of Human Resource Management – Distinctive features of human resource management – Strategic Human Resource Management – Aligning human resource to corporate strategy	[08]
Organization Socialization process – Mentoring – Organizational Culture – Organizational Change – Human Resource Planning – Employee Resourcing – Recruitment & Selection process Placement	[09]
Performance Management – Performance Appraisal System – Reward & Performance Management – Motivation – Job Redesign – Job Enlargement – Wage Structuring – Wages & Salary policies – Legal frame work – Wage differentials – Job Evaluation – Incentive Payment system – Payment by result.	[12]
Training Methodologies – Management Development – Career Development – Succession Planning – Welfare & Health – Industrial Relations – Concept, Scope & Objectives – Changing Values & impact	[10]

Text Books

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, *"Human Resource Development", Cengage Learning.*
2. Paul Boselie. *"Strategic Human Resource Management"*. Tata McGraw Hill.

References:

1. Randall S Schuler and Susan E Jackson. *"Strategic Human Resource Management"*. Wiley India. 2nd edition
2. Robert L. Mathis and John H. Jackson, *"Human Resource Management"*, Cengage Learning.
3. Tanuja Agarwal, Strategic Human Resource Management, Oxford
   Jeffrey A Mello, *Strategic "Human Resource Management"*, Cengage Learning, Southwestern.
4. Monir Tayeb. *"International Human Resource Management"*. Oxford.
5. McLeod. *"The Counsellor's workbook"*. Tata McGraw Hill.

Note: Latest edition of text book and references must be used.

HR 322 **Cross Cultural HRM (DSE – III)** **3-0-0-3**

Course Objective

To explore the concepts and techniques of the essential elements of cross cultural HRM and to enable the students to recognise its critical issues. The course aims to understand HRM concerns in the cross cultural scenario.

Course Content

Introduction to concepts of culture and nationality: Impact of culture on international business environment ,Hofsted's approach ,advantages and disadvantages PCN,TCN,HCN,Expatriate adjustment process,Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing. [10]

Managing diversity: Diversity and organisational culture, Approaches to managing diversity, Diversity management programme.Trainning: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building [09]

Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan .Approaches to expatriate compensation: Going rate approach, Balance sheet approach .Cultural impact on compensation policy [10]

Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective
International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC. [09]

Text Books

1. Dowling P.J and Engle Sr.A.D: *"International HRM"*, Thomson Learning.
2. Browaeys M.J and Price R: *"Understanding cross cultural management"*, Prentice Hall.

References:

1. MausamiS.Bhattacharya and NilanjanSengupta: *"International Human Resource Management"*, Excel Books.
2. Thomas.D.C: *"Cross cultural Management essential concepts"*, Sage Publication.
3. Lucas Rosemary and Lupton Ben: *"Human resource management in International Context"*, Jaico publication house.
4. Schuler.R.S, Briscoe.D.R and Claus, *"International Human Resource Management"*, Routledge New York.

Note: Latest edition of text book and references must be used.

HR 332 **Talent and Knowledge Management (DSE – III)** **3-0-0-3**

Course Objective

To prepare students for talent and knowledge management efforts in organisations .It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.

Course Content

Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management. Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.	[09]
Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.	[08]
Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.	[12]
Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.	[09]

Text Books

1. Lance A. Berger, Dorothy Berger*: Talent management handbook*, McGraw Hill New York.
2. Cappeli Peter: *Talent on Demand –Managing Talent in an age of uncertainty*, Harvard Business press.

References:

1. Awad.E.M and Ghaziri.H.M: *"Knowledge management"*, Pearson education International.
2. Stuart Barnes: *"Knowledge management system theory and practice"*, Thomson learning.
3. Donald Hislop: *"Knowledge management in organisations"*, Oxford University press.
4. Sudhir Warier: *"Knowledge management"*, Vikas publishing house.
5. T. Raman: *"Knowledge management"* –a resource book, Excel books.

Note: Latest edition of text book and references must be used.

HR 342 **Negotiation Skills For Managers (DSE – III)** **3-0-0-3**

Course Objective

Understand significance of conflict and locate fertile areas for conflicts to resolve conflicts effectively.
Understanding the term negotiation and the processes involved in negotiation to know issues associated with negotiation.
Learning strategy and tactics of distributive and integrative bargaining.
Sharpening negotiating skills in a variety of interpersonal and intergroup situations.

Course Content

Introduction: Nature of Negotiation and Conflicts, Dynamics of Negotiation and Conflict management.	[04]
Conflict Management: Levels of conflict, Sources of conflict	[04]
Managing Conflict: Managing interpersonal conflict; Managing team and organizational conflict; Conflict resolution process	[06]
Negotiation: Types of negotiation-Distributive, Integrative, Attitudinal structuring and Intra-organizational negotiation; Negotiation process-Preparation, Developing and choosing a strategy, Opening moves, Bargaining and problem solving and Closure and implementation.	[10]
Two Party Distributive (Win-Lose) Negotiations: Introducing complexities, Fundamental strategies and complexities	[03]
Two Party Integrative (Win-Win) Negotiations: Key features of Integrative negotiation process, Facilitating factors for successful Integrative negotiation, Template design, evaluation and analysis.	[03]
Many Party Negotiations: Group decisions, Consensus, Coalitions and Voting	[03]
Behaviour of Successful Negotiator: Measuring your progress	[03]
Negotiation Styles: Measuring your style with countering measures	[03]

Text Books

1. Rout Eirene Leela and Omiko Nelson, "*Corporate Conflict Management*", Prentice Hall of India Private Limited, New Delhi, 2010

References:

1. Lewicki Roy J, Saunders David M and Barry Bruce, "*Negotiation*", Fifth Edition, Tata McGraw-Hill, 2010.
2. Corvette Barbara A Budjac, "*Conflict Management: A Practical Guide to Developing Negotiation Strategies*", Pearson Education, 2007.

Note: Latest edition of text book and references must be used.

Annexure –

REVISED

Bachelor of Business Administration-(Tourism & Travel Management)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters) **No. of Seats:** 60

Objective:

To provide the basic and essential knowledge regarding various activities undertaken by tourism industry and necessary knowledge and skill to work in the industry. To impart certain basic skills and aptitude which will be useful in taking up any activity in Tourism Industry. To develop the personality, so as to become responsible citizen with greater awareness about the Indian society and its culture. To provide a global view of several multinational tourism business houses and their functions. To provide knowledge, skill and attitude to set up tourism related establishment.

Input Qualification:

Candidate should have passed 10+2 from a recognized board or equivalent.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances & Regulations of Undergraduate Programmes shall be followed.

Annexure –

BBA-(Tourism & Travel Management)

Three-Year Programme

Academic Curriculum (2019-22)

First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	TT101	Business Environment for Tourism	3	-	-	3	3	25	25	50
	TT111	Introduction To Tourism & Travel	3	-	-	3	3	25	25	50
	TT121	Tourism Resources of India	3	-	-	3	3	25	25	50
	TT131	Transport Management	3	-	-	3	3	25	25	50
	TT141	Principles of Management	3	-	-	3	3	25	25	50
	Ability Enhancement Compulsory Courses									
	MDC003	Environmental Studies	3	1	-	4	3	25	25	50
	Generic Course									
	TT151	Computer Applications in Tourism	2	-	2	3	3	25	25	50
		Sub Total	**20**	**1**	**2**	**22**				
	GE 103	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	TT102	Tourism Documentation	3	-	-	3	3	25	25	50
	TT112	Economics of Tourism	3	-	-	3	3	25	25	50
	TT122	HRM in Tourism	3	-	-	3	3	25	25	50
	TT132	Tourism in India	3	-	-	3	3	25	25	50
	TT142	Tourism Administration in India	3	-	-	3	3	25	25	50
	Ability Enhancement Compulsory Courses									
	TT152	Communication Skills & Personality Development	3	-	-	3	3	25	25	50
	Generic Course									
	TT162	Entrepreneurship in Tourism	3	-	-	3	3	25	25	50
		Sub Total	**21**	**-**	**-**	**21**				
	GE 104	Proficiency (Non-Credit) #				1				

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Annexure –

BBA-(Tourism & Travel Management)

Three-Year Programme

Academic Curriculum (2019-22)

Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	TT203	Geography of Tourism	3	-	-	3	3	25	25	50
	TT213	Customer Services	3	-	-	3	3	25	25	50
	TT223	Tourism Management	3	-	-	3	3	25	25	50
	TT233	Business Accounting	3	-	-	3	3	25	25	50
	TT243	Adventure Tourism	3	-	-	3	3	25	25	50
	Skill Enhancement Compulsory Courses									
		Foreign Language-I[#]	3	-	-	3	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	TT253	Indian History	3	-	-	3	3	25	25	50
		Sub Total	**24**	**-**	**-**	**24**				
	GE 203	Proficiency (Non-Credit) [#]				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	TT204	Travel Agency & Tour Operations Business	3	-	-	3	3	25	25	50
	TT214	Sustainable Tourism	3	-	-	3	3	25	25	50
	TT224	Tourism Planning & Development	3	-	-	3	3	25	25	50
	TT234	Tourism Organizations	3	-	-	3	3	25	25	50
	TT244	Tour Guiding & Interpretation	3	-	-	3	3	25	25	50
	Skill Enhancement Course									
		Foreign Language-II[#]	3	-	-	3	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	TT254	Legal Framework for Tourism	3	-	-	3	3	25	25	50
		Sub Total	**24**	**0**	**0**	**24**				
	GE204	Proficiency (Non-Credit) [#]				1				

Annexure –

BBA-(Tourism & Travel Management)

Three-Year Programme

Academic Curriculum (2019-22)

Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	TT305	Sales and Marketing In Tourism	4	-	-	4	3	25	25	50
	TT315	Tourist Behavior	3	-	-	3	3	25	25	50
	TT325	Destination Marketing & Management	3	-	-	3	3	25	25	50
	TT335	International Tourism	4	-	-	4	3	25	25	50
	TT345	Conferences and Event Management	4	-	-	4	3	25	25	50
	TT355	Air Ticketing & Fare Calculation	3	-	2	4	3	25	25	50
		Sub Total	**21**	**-**	**2**	**22**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	TT306	Study Tour & Study Report ; Viva Voce (3 Weeks)	-	-	-	3	-	-	-	50
	TT316	Summer Internship & Project Report; Viva Voce (10 Weeks)	-	-	-	10	-	-	-	100
		Sub Total	**13**	**-**	**-**	**13**	-	-	-	
		Total Credits	**127**	**-**	**-**	**127**				
	GE306	Proficiency (Non-Credit) #				1				

CW: *Course Work****; MTE:*** *Mid Term Examination;* ***ETE:*** *End Term Examination*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***A student will go for Summer Internship after Second year and Evaluation of Summer Internship Project would comprise of Report and Viva-voce.*

Study Tour: 50% for tour report & 50% for Viva Voce.

The credits assigned to the study tour shall be distributed in the ratio of 50%: 50% for tour report and viva-voce respectively.

Summer Internship: 50% for project report & 50% for Viva Voce.

On the Job Training Report of Internship & viva-voce shall be a compulsory component for the students. Each student shall have to undergo 10-week or two-and-half months i.e. (Feb to Apr) training in Tourism, Travel and Hospitality Organizations under the guidance of a faculty advisor. The objective of this is to create a job opportunity for the students while undergoing training in Travel Agency, Tour Operation, Tourism Information Offices, Hotels / Resorts etc. Such training would help students to understand customer services along with administrative, financial and marketing aspects of travel business. The credits assigned to this paper shall be distributed in the ratio of 50%: 50% for project report and viva-voce respectively.

Annexure –

TT-101	**Business Environment for Tourism**	**3-0-0-3**
Course Objective: The primary objectives of this course are to acquaint the students emerging global trends in tourism business environment.		
Course Content		
	Tourism Business Environment- Nature, components and determinants. Assessing business environment risk- country risk and political risk.	9
	Assessing current state of tourism business environment in India: Economic Reforms, Liberalization, Privatization and globalization. Small Scale tourism Enterprises: Meaning, Significance to the Indian economy, problems and various incentives given to these.	10
	Various Industrial Policies of India with special emphasis on new industrial policy with various amendments related with tourism business, Competition Act and its impact on Indian tourism business.	10
	Various tourism & travel Trade Reforms announced in India in recent times. Trends in tourism business in India; Foreign Direct Investment in tourism - significance, policy and current position of India.	10
Text Books		
1.	A.K. Sundaram J. Stemart Block : The International Business Environment PHI.	
References:		
1.	Daniel, John D and Radebangh, Lee H : International Business, 5th ed., New York, Addison Weley.	
2.	Charles W. Hill, International Business, fourth edition, Tata McGraw Hill Publications Companies.	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-111	Introduction To Tourism & Travel	3-0-0-3
Course Objective: The primary purpose of the paper is to acquaint the students about the basic and preliminary knowledge of the terms, concepts, systems and trends in tourism. It will form the first step to move forward to interact with the advanced knowledge pertaining to tourism.		
Course Content		
	Basic concepts & development of tourism: Tourism, excursion, leisure and recreation; tourist, visitor, traveller; History and evolution of tourism, Roman Empire and early travel, trade routes, concept of annual holiday, social(paid)Tourism; Grand Tour, dark age, renaissance in Tourism; Thomas cook & early organised travel; Modern day Mass Tourism.	[9]
	Typology and forms of tourism: International Tourism, Inbound, Outbound, inter regional, intra-regional, domestic, internal, National Tourism; Types of Tourism, contemporary trends in Indian Tourism.	[7]
	Tourism system & Environment: Components of tourism, Distribution, Inter-relation between various segments, travel industry network, Elements of tourism, Tourism environment, Manila Declaration.	[7]
	Tourism Demand & Travel Motivators: basics of Tourism demand, Net travel propensity, Gross travel propensity, Case study-pattern of movement of tourists to India; Travel Motivators, Physical Motivators, Inter personal Motivators, Status & Prestige.	[8]
	Future growth and development of Indian tourism: 5 T's of Brand India; Major Tourism schemes of Govt. of India, Visa on Arrival (VoA), PRASAD Scheme, HRIDAY Scheme, Travel Circuits; Incredible India.	[8]
Text Books		
1.	**Holloway, J. C. (1994). The Business of Tourism, Pitman Publishing, London."(L)"**	
References:		
1.	**Swan, Sampad Kumar, and Mishra, Jitendra Mohan (2012). Tourism Principles and Practices, Oxford Higher Education. "(L)"**	
2.	**Medlik, S. (1997). Understanding Tourism, Butterworth Hinemann, Oxford.**	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-121	**Tourism Resources of India**	**3-0-0-3**
Course Objective: The students will have an understanding of different types of tourism resources of India and how they are important for tourism industry.		
Course Content		
	Introduction: Tourism Resources- meaning, importance and characteristics. Classification of Tourism resources. Tourism resources as tourism products. Conservation & Protection of Resources: threats, importance, Do's & Dont's for visitors, role of tourism service providers.	9
	Physical Tourism Resources: Mountain & Valleys- Indian Himalayas, Aravali Mountain Ranges, Western Ghats & Eastern Ghats; Deserts, Wetlands & Plains. Coastal Lands & Beaches; Islands; Rivers & Canals; Lakes.	7
	Bio geographical Tourism Resources: Flora and Fauna of India; Wild Life Sanctuaries & National Parks. Project Tigers. Important Eco-tourism Attractions of India. Land base, water base, Air base adventure tourism attractions.	7
	UNESCO World Heritage Sites of India: Cultural properties, Natural sites, and mix-properties of India in UNESCO heritage site list. **Built Up Structures-** Monuments- Forts, Palaces, Havelis, Cave, War Memorials.	7
	Indian Classical Dances and other form of dance & Music, Painting in different period and region, Indian Handicrafts and Handlooms; Important Rural Tourism villages of India. Fair and festivals, Handicrafts and textiles. Modern Theatre and Cinema. Indian Language and literature.	9
Text Books		
1.	**Husain, M (2013) - Geography of India, Tata McGraw Hill, New Delhi**	
References:		
1.	**Singhania, N (2015), Indian Art and Culture , Mc Graw Hill Education**	
2.	**Dixit, M and Yadav, C S (2006): *Tourism in India,*: New Royal Publisher, Lucknow**	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-131	**Transport Management**	**3-0-0-3**

Course Objective:

To understand the significance and role of various modes of transportation in tourism industry. Knowledge shall also be accumulated on the issues and trends in transport management and working of different modes of transportation.

Course Content

	Introduction to Transport Systems: Evolution of transport system; importance of transport in tourism; developments taken place in transport systems around the globe; trends and issues of transport management; major transport associations and organizations working with the tourism industry; International Union for Public Transport.	8
	Aviation: Evolution and growth of civil aviation in the World and in India; aviation in India; outline of Air India and private airlines operating in India; patterns of demand and supply; functions and role of ICAO, IATA, AAI, DGCA.	7
	Rail Transport: Introduction and history of railways around the world and in India; major railway systems of the world - Amtrak, Euro Rail, Brit Rail, Japan railways, Canadian railways, and other railway systems in Africa & Australia. Indian railways: past; present & future; luxury tourist trains – Palace on Wheels; Maharaja Express; Royal Orient; Deccan Odyssey; heritage toy trains of India; Indrail pass. The International Railway Congress Association (ICRA).	9
	Road Transport: Introduction and overview of road transport industry in the world and in India; past, present and future scenario of road transport systems in India and worldwide; major tourist coach systems in the world and India; documentation for road tourist transport in India. Car rentals: introduction; present scenario and future challenges; overview of technology and car rentals; associations and organizations of car rentals.	8
	Water Transport: Water transport system; historical past; river canal boats; future prospects of water transport in India. Cruise and ferries: introduction and history; river canal boats; impacts of ferries and cruises on tourism; boating holidays; major cruise liners and packages in India and the world with map work.	7

Text Books

1.	**Husain, M (2013) - Geography of India, Tata McGraw Hill, New Delhi**	

References:

1.	**Singhania, N (2015), Indian Art and Culture , Mc Graw Hill Education**	
2.	**Dixit, M and Yadav, C S (2006): *Tourism in India,*: New Royal Publisher, Lucknow**	

Note: Latest edition of text book and references must be used.

Annexure –

TT-141	**Principles of Management**	**3-0-0-3**
Course Objective		
The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.		
Course Content		
	Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management.	[08]
	Planning: Types of Plan, Objectives of Planning, Planning process, SWOT, **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making.	[12]
	Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing.	[12]
	Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control.	[07]
Text Books		
1.	Koontz, H. and Weihrich, H. *Essentials of Management*, Pearson Education.	
2.	Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi	
References:		
1.	Luthans, F., "*Introduction to Management",* McGraw Hill.	
2.	Robbins, S. and Coulter, M.*Management*, Pearson Education.	
3.	Drucker P. F., *Practice of Management*, Mercury Books, London.	
4.	Griffin, R.W.,*Management Principles and Application*, Cengage Learning	
5.	Louis, A.Allen: Management and Organization; Mc Graw Hill, Tokyo.	
Note: Latest edition of text book and references must be used.		

Annexure –

MDC003	**Environmental Studies**	**3-1-0-4**

Course Objective : Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

	Environmental Science: Definition, scope and importance, Multidisciplinary nature.	[02]
	Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India.	[06]
	Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature. Suggested Case studies: i) Cultural Basics of our Environmental Crisis: ii) Ecofeminism	[06]
	Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources. Suggested Case Studies: i) What has posterity ever done for me? ii) Energy policy and further future: The identity problem	[05]
	The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. Suggested Case Studies: i) The tragedy of commons: ii) We all live in Bhopal iii) The Silent Spring;	[06]

	Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health. Suggested Case Studies: i) Earth the Crowded Planet ii) Famine Affluence and morality iii) The world food supply	[06]
	Protection and Prevention of Environment with Special intervention: **Environment Protection and the Law:** Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil). **Primary Protective Laws:** Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010. **Secondary Laws:** Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it.	[06]
	Sustainable Development (Objective and Application): **Introduction:** Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics **Case studies** a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing b. **Science and Engineering Issues**: Organic farming, Renewable energy. c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead? e. **Judicial activism**	[11]
	Field Trip & Report writing: (Any one of the following) i) Visit to renewable energy site ii) Visit to biodiversity park	[04]

	iii) Workshop on sustainable fashion iv) Shekhawati and its environment v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district	
Text Books		
1.	Cunningham William P. Saigo B Woodworth, *Environmental Science: A Global Concern*, McGraw-Hill Higher Education; Sixth Edition	
2.	Odum E. P. Barret G.W "*Fundamental of Ecology"*, 5 th Edition Cengage Learning.	
References:		
1.	S.C Shastri "*Environmental Law*"5th Ed EBC Explorer, India.	
2.	, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, "*Introduction to Psychology"* International Student edition, Tata McGraw Hill, New Delhi.	
3.	E.F.Schumacher, Blond and Briggs, "*Small is Beautiful: Economics as if People Mattered"* London.	
4.	Heywood V.H. & Watson R.T. 1995. "*Global biodiversity assessment"*, Cambridge Univ. Press	
5.	"*Our Common Future*", Report on World Commission on Environment and Development United Nations Document.	
6.	Al Gore, "*Dysfunctional Civilization: The Earth in Balance"*, Houghton, Mifflin.	
7.	Lester Brown, Christofer Favin, Sandra Postel, "*Vision of a Sustainable World"*, The Worldwatch Reader, Ed Lester R. Brown New York	
8.	W.P. Pruden and S.H. Anderson, "*Environmental Sciences"*, Charles. E., Meredith Publication, NY, USA	
Mongraphs for suggested Case Studies :		
9.	Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)	
10.	Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)	
11.	Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)	
12.	Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)	
13.	What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)	
14.	Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)	
15.	The tragedy of commons: Grrettn Hardin, Science, 162 (1968)	
16.	We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)	
17.	The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)	
18.	Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15	

	(1991)	
19.	Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)	
20.	The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-151	Computer Applications in Tourism	3-0-1-4

Course Objective: Computer skills are essential in every modern framework of studies including tourism due to the need to manage fast multiplying information and data. The course requires consistent efforts on the part of the students to practice methods and mechanism of computing and analysis. The course focuses on the basic software(s) and new terms and technologies while providing an insight in Computing and related concepts.

Course Content

	Computer Fundamentals & Official Operations: Components and Units of a computer system, Characteristics, Features and Uses of computers, data entry devices, data output devices and storage devices. Introduction to Windows Basics of MS Office and Uses in Travel Agency	[12]
	ICT & TOURISM: Introduction to Information and communication Technologies (ICT), Web Portal and Websites. Definition, Meaning, Role and Importance of ICT in Tourism sector, Future of ICT in Tourism Industry.	[12]
	E-COMMERCE : E-Commerce Meaning, Definition, Features, Functions of E-Commerce, Limitations of E-Commerce, Introduction to E-Tourism, Meaning and Definition, Case study of online Travel, Agencies Selling E-Tourism: Yatra.com and Makemytrip.com.	[14]
	AUTOMATION AND RESERVATION: Introduction to Internet; Its uses and applications of Internet in Tourism and Searching on internet using various search engines. Introduction to CRS; Need and history of CRS systems, Benefits and importance of the CRS system to the Travel trade.	[14]

Text Books

1.	S.C. Bhatnagar and K.V. Ramani, Computers and Information Management: A premier for Practicing Managers, PHI, New Delhi,	
2.	S. Shajahan and R. Priyadharshini, Management Information Systems, New Age International Publishers, New Delhi.	

References:

1.	D.Buhalis, E-Tourism: Information Technology for strategic Tourism Management, Pearson Education Ltd, Essex, UK	
2.	C.S.V Murthy, E-Commerce Concepts, Models and Strategies, Himalaya Publications	
3.	Leon Alexis and Mathews Leon, Internet for everyone, Vikas Publishing House Pvt. Ltd, New Delhi	
4.	K. Bajaj and D. Nagm, E-Commerce: The Cutting Edge of the Business, Tata McGraw Hill	
5.	D.Buhalis, E-Tourism: Information Technology for strategic Tourism Management, Pearson Education Ltd, Essex, UK	

Note: Latest edition of text book and references must be used.

Annexure –

TT-102	Tourism Documentation	3-0-0-3
Course Objective: Tourism industry is growing at very fast pace. In India the outbound tourism and inbound tourism are also growing. International tourism involves several types of formalities. The students of tourism should know about such formalities, which are needed in the form of several documents. In this course the students will learn about required documents in foreign travels.		
Course Content		
	General history of passport, visa and other formalities in different parts of world and India. Documents needed for foreign travels. Immigration formalities at airport for outbound and inbound tourists.	[10]
	Passport; Definition. How to get the passport form. The essential documents, photographs and fee for passport. Types of passports. Alternatives of passport.	[9]
	Visa- Meaning. Types of Visa issued by India. How to obtain Visa. Necessary documents to get Visa, Visa on Arrival, Online Visa Registration, ETA, Schengen Visa, U.S. Visa, U.K. Visa	[10]
	Other formalities; Travel and baggage insurance, Disembarkation card, Baggage rules, Currency regulation. Foreign regional registration office. Health regulations; Yellow fever, Malaria, H.I.V. certificates.	[10]
Text Books		
1.	Mohinder Chand, Travel Agency Management , Anmol Publications, Pvt. Ltd.	
References:		
1.	IITTM ,Delhi Chapter, Ministry of Tourism, Govt. of India & Delhi Tourism Development Corporation, New Delhi.	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-112	Economics of Tourism	3-0-0-3
Course Objective: Tourism is now recognized as an economic activity of global significance. This complex and multi-faceted industry plays an important role in the economics of many developed and less developed countries. The main aim of this course is to give the macroeconomic picture of tourism's role within national economies using the fundamental concepts learned in introductory economics course**.**		
Course Content		
	Introduction to Tourism Economics: Concepts of economics and their relevance to tourism, Tourism development and national economy contribution to GDP, Globalization, Liberalization, Privatization and their impacts on Tourism, FDI in Tourism-Trends and Implications.	[10]
	Economics of Tourism Demand: Nature of demand, Factor influencing tourism demand, economic determinants of Tourism demand, price and income elasticity of tourism demand, trends in tourism demand.	[10]
	Economics of Tourism supply: Market Structure and Tourism supply, elasticity of supply, Integration in tourism supply, supply trends.	[9]
	Economic impacts of Tourism: Employment and income creation, Tourism Multiplier, Balance of payment, Foreign exchange. *Visible and invisible trade*, Cost concept, types of costs, Tourism Taxation	[10]
Text Books		
1.	Ahuja. H.L., Business Economics, S. Chand & Co. New Delhi.	
2.	T.R.Jain, Business Economics, V.K. Publication, New Delhi	
References:		
1.	Vanhove. N., The Economics of Tourism Destinations, Oxford: Elsevier Butter worth- Heinemann	
2.	Nellis and Parker., The essence of Business Economics, Prentice Hall, New Delhi	

Note: Latest edition of text book and references must be used.

TT-122	Human Resource Management In Tourism	3-0-0-3
Course Objective: The primary objectives of this course are to acquaint the students emerging global trends in tourism business environment.		
Course Content		
	Introduction of Human Resource: Human Resource- Concept, meaning and definition; Importance of HR in tourism industry; Concept of employee life cycle; approaches to managing HRs in hotels: emerging role of HR manager in tourism sector.	[10]
	Human Resources planning: Human Resource planning- meaning, process, factors and need for HRs planning; Job analysis- meaning, types, proposes and uses; job description of major positions in a travel agency and tour operation.	[10]
	Acquisition of Human Resources Recruitment -meaning, process, methods of Recruitment in tourism industry; Selection procedure-essentials and steps in selection process; Interview- meaning, and types. Employee promotion, transfer and separation- meaning, purpose, and types	[10]
	Maintenance of Human Resources: Employee Training and development- need, importance, and methods of in tourism industry. Performance appraisal- need & importance and techniques.	[9]
Text Books		
1.	Aswathappa, K, Human resource Management, The McGraw-hill publications, New Delhi.	
2.	Tripathi, P.C., Human Resources Management, Vikas Publications, Delhi	
References:		
1.	Ian Beardwell and len Holden, Human Resource Management, Macmillan.	
2.	Robbins., The Management of Human resources, Prentic-Hall, New Delhi	
3.	Employee Relation-International Journal (special issue on people management in India and sub- continents).	
4.	Hoque, K., '*Human Resource management in Hotel Industry: Strategy, Innovations and Performance',* London: Routledge	
5.	Boella, M.J , *Human Resource Management in the Hospitality Industry*, 5th ed, Stanley Thornes Publishers, Avon	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-132	Tourism In India	3-0-0-3
Course Objective: India is one of the emerging economic powers of India. In tourism too India is one of few Choicest destinations of the world. India has a great variety of natural and cultural tourist attractions, that's why it is said that India is for all reasons and all seasons. In this course few important and popular tourist destinations are mentioned, so that the students can know about main tourist attractions of given places.		
Course Content		
	Trends in inbound and outbound tourism in India, Trends in domestic tourism in India, Major types of tourism in India mainly cultural, pilgrimage, Wildlife and MICE tourism.	[10]
	Tourism Policy and Planning in India: A historical view, Tourism in the current Five Year Plan, National Tourism Policy – 2002.	[9]
	Administration of Tourism in India: Role of Ministry of Tourism, Government of India, Role of State Tourism Corporations, Role of India Tourism Development Corporation (ITDC).	[10]
	Tourism Infrastructure in India : Transportation sector : Airlines and Railways, Accommodation sector: Major hotel groups & Chains; Challenges before Indian Hotel Industry, Tourism Marketing in India mainly the 'Incredible India' Marketing Campaign	[10]
Text Books		
1.	Amitabh Kant, Branding India: An Incredible Story; Harper Collins (India), Delhi.	
References:		
1.	Mohinder, Chand , Managing Hospitality Operations , Anmol Publications , New Delhi.	
2.	Kaul, R.N.: Dynamics of Tourism: a trilogy. Vol. 2: Accommodation. Sterling Publishers Pvt.Ltd. New Delhi.	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-142	Tourism Administration in India	3-0-0-3
Course Objective: To understand the role of Government and Public sector Organizations to augment the tourism and its related sectors.		
Course Content		
	Role of Government in tourism Regulation and Management, Role of Ministry of Tourism, Government of India in terms of its Organization, Role and Functions.	[9]
	State Tourism Development Corporations and their organization and role in tourism development and promotion with special reference to: Haryana Tourism Corporation, Rajasthan Tourism Development Corporation, Kerala Tourism Development Corporation, Goa Tourism Development Corporation.	[10]
	India Tourism Development Corporation (ITDC): organization, role and functions: Divisions of ITDC, Hospitality Development and Promotion Board (HDPB): Role and Functions, Role of Tourism Finance Corporation of India in tourism growth.	[10]
	Tourism Planning in India: Growth and Performance, National Tourism Policy – 2002: Objectives and main features, Problems and challenges of Tourism Administration in India	[10]
Text Books		
1.	Mohinder Chand, Travel Agency Management , Anmol Publications, Pvt. Ltd.	
2.	Bhatia A.K. International Tourism Management, Sterling Publishers, New Delhi.	

Note: Latest edition of text book and references must be used.

Annexure –

TT-152	Communication Skills & Personality Development	3-0-0-3
Course Objective: The course introduces learners to the basic communication skills and personality traits requisite in tourism and hospitality industry jobs. The theoretical inputs are designed to be used with practical exercises in the class rooms and daily behavioral corrections.		
Course Content		
	Understanding Communication- Concept, Process and Barriers to Communication. Qualities of Effective Communication. Ways of making communication effective and overcoming barriers. Types of Communication-Verbal & Non-verbal communication – its importance, types & use in business communication; Upward, Downward, Internal and External.	[12]
	Written – various principles of effective writing; Letter - Types, Format and features of a good letter; Email writing, Curriculum Vitae & covering letter; General Guidelines for Preparing Personal Profile. Oral communication - Group Discussions -Effective Conduct in Group Discussions, Group, Discussion in Induction, Group Discussion Process, Topics in Group Discussion, Tips for Group, Discussion, Clarity of Thoughts and Expression; Interviews-Purpose, Types & Preparation; Public Speaking- Need, Planning Presentation, Delivering Presentation, Basic Qualities in a Public Speaker.	[12]
	Personality Development- Concept of Personality, Elements of Personality, Determinants of Personality, Personality Analysis-Myers-Briggs Type Indicator (MBTI) Assessment.	[7]
	Personality (Grooming and Social Skills)-Grooming and Personal Hygiene, Basic Concepts of Grooming, Personal Grooming and Corporate Grooming, Dining Etiquettes, Corporate Etiquettes for Dining, Cross-Cultural Dining Etiquettes, Interpersonal Skills: Developing Interpersonal Skills, Role Played by Interpersonal Relations.	[8]
Text Books		
1.	Chaturvedi, P. C. and Chaturvedi, M. *Business Communication*, Pearson Education	
2.	Marden Orison Swett (2003). *The Power of Personality*, Kessinger Publishing	
References:		
1.	George. B. & Chatterjee S. (2008). *Food & Beverage Service & Management*, Jaico Publishing House, Mumbai, India.	
2.	Covey Stephen R. (1990). *The Seven Habits of Highly Effective People*, NY: Fireside/ Simon & Schuster	
3.	Barker Alan (2007). *Improve Your Communication Skills*, Kogan Page, New Delhi	
4.	Michael A. (2007). *Best Impression in Hospitality*, Delmar. Thomson Learning	
5.	Taylor Shirley. *Communication for Business*, Pearson Education	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-162	Entrepreneurship in Tourism	3-0-0-3
Course Objective: To prepare the budding entrepreneurs in tourism and to provide the students basic Knowledge of entrepreneurship and entrepreneurial skills.		
Course Content		
	Concept of Entrepreneur and entrepreneurship- its evolution, characteristics, role of enti'epreneurship on economic development, Entrepreneurship in lndia- Factors and lnstitutional framework. Theories of entrepreneurship.	[10]
	Relationship between small and large business, problems of small scale industries in lndian context, growth of SSI's and Entrepreneurial motivation, policy support to small scale industries and entrepreneurship.	[10]
	Forms of ownership- structural patterns, entrepreneurial development and training, aspects involved in the growth of entrepreneurial environment.	[9]
	lssues relating to small business, financial, marketing channels, technological challenges in small business. Problems and remedies of entrepreneurship in lndia.	[10]
Text Books		
1.	S.S. khanka, Entrepreneurial Development, S. Chand & Company Ltd., New Delhi.	
2.	Kanishika Bedi- Management & Entrepreneurship-oxford University Press.	
References:		
1.	David H Holt- Entrepreneurship: New Venture Creation- Prentice Hall of lndia pvt Ltd	
2.	Methew J Manimala- Entrepreneurship Theory at the cross road: Paradigms & Praxis- Biztantra, NewDelhi	
3.	Robert D Hisrich : Entrepreneurship- Mc Graw Hill Companies	
4.	Rajeev Roy- Entrepreneurship: 2"d Edition - Oxford University Press	
5.	Vasant Desai-The Dynamics of Entrepreneurial Development and Management-Himalaya Publishing House	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-203	Geography of Tourism	3-0-0-3
Course Objective: This paper is very unique for the budding tourism professionals to understand and to be familiar with the global geography with reference to tourism.		
Course Content		
	Introduction to Geography: Elements of Geography, Branches of Geography, Importance of Geography in Tourism, World's Climatic Zones, Latitude & Longitude.	[7]
	IATA Areas, Code and GMT Time: Areas, Sub Areas and Sub Regions As per International Air Transport Organization (IATA), IATA Three Letter City Code, Two Letter Airlines and Airport Code, International Date Line, Time Zones, Greenwich Mean Time, Calculation of Local Time, Flying Time, Grounding Time, Elapsed Time, Daylight Saving Time	[10]
	Planning Travel Itineraries, Qualifying the Customer, Planning Air Itineraries, Resources for Research.	[7]
	Local Currencies around the World, Types of Local Currencies, Local Currencies & Country Currency Codes	[7]
	Modes of Transport around the World, Development of World Transport Modes, Future trends in Intercontinental Transport.	[8]
Text Books		
1.	Burton, R. Travel Geography. Pitman Publishing, Marlow Essex.	
2.	Boniface B. & Cooper, C. Worldwide Destinations: The Geography of Travel & Tourism. Oxford Butterworth Heinemann, London	
References:		
1.	C. Michael Hall & Stephen J. Page .The Geography of Tourism and Recreation-Environment, Place and Space. Third Edition, Routledge, London.	
2.	Travel Information Manual, IATA, Netherlands, 5. World Atlas	
3.	Hall, M ,Geography of Travel and Tourism, Routledge, London.	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-213	Customer Services	3-0-0-3
Course Objective: It would entitle the students to learn and inculculate set of skills required for providing a quality services to the customers.		
Course Content		
	Who is a customer? internal customer, external customer Who is a service provider? Why are some service providers better than others? Who is a satisfied/ dissatisfied customer? What are the consequences of satisfied/ dissatisfied customers?	[8]
	What is Quality? What is customer satisfaction? What is customer delight? Standards of Customer Service.	[7]
	Key areas of customer care; The product or the service itself; Sales and promotion of the service After sales support to the customer, Organizational culture.	[8]
	Customer Feedback, feedback tools Converting Customer care philosophy into everyday action Developing customer trust and loyalty - online Grooming and Etiquette Telephone Handling Skills.	[8]
	Complaint Management, Transactional Analysis in Customer Care, Customer care in airlines, Customer care in hotels, Case studies and Role Plays.	[8]
Text Books		
1.	Bhatia A.K. International Tourism Management, Sterling Publishers, New Delhi.	
References:		
1.	V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy, and Tools, Springer Publications, Heidelberg New York Dordrecht London.	
2.	Francis Buttler, Customer Relationship Management: Concepts and Tools, Taylor & Francis, ebook.	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-223	**Tourism Management**	**3-0-0-3**
Course Objective: The course would provide the knowledge of management aspects linked to tourism and would enlightened the students know-how about different dimensions of tourism organisations .		
Course Content		
	Introduction- Definition of management concept-Development of management-managerial skills of tourism-management of tourism-components of tourism accommodation-attractions-accessibility-management of environment.	[8]
	Management of tourism marketing-segmentation-marketing mix-tour pricing- types of demand and supply and marketing research.	[7]
	Nature and classification of tourism- Basic nature of tourism, Nature of tourism: Leiper's Model, Tourist Generating Regions (TGR), Transit Regions (TR) ,Tourism Destination Regions (TDR), Varied benefits of tourism, Indian concept of classification of tours/tourism.	[8]
	Tourism planning- Need for tourism planning, Essentials of planning, Eight point planning process, Aims of tourism planning, Significance of planning.	[7]
	Infrastructure of tourism management- Structural components, Important tourist services, The seasonal character of tourism, Suggestions for improvement of tourism, Tourism organisational set up in india- Structure of department of tourism, NTO & its Functions	[9]
Text Books		
1.	Dasgupta, Devashish (2010). Tourism Marketing. New Delhi: Pearson Education. (L)	
2.	Chowdhary, Nimit and Prakash, Monika (2005). A Textbook of Marketing of Services. New Delhi: Macmillan India Limited. (L)	
References:		
1.	Douglas Pearce , Tourism Today - A Geographical Analysis - Longman Group vk Ltd.	
2.	Pran Seth , Successful Tourism Management, Sterling Publishers Pvt., Ltd..	
3.	A.K. Bhatia, Tourism Development.- Principles and Practices. Sterling Publishers Pvt.,Ltd	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-233	**Business Accounting**	**3-0-0-3**
Course Objective: To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.		
Course Content		
	Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only).	[12]
	Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self-balancing ledgers vs. sectional balancing ledgers.	[8]
	Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance.	[8]
	Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment.	[11]
SUGGESTED TEXT BOOKS		
1.	Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.	
2.	Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.	
SUGGESTED REFERENCE BOOKS		
1.	Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.	
2.	Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.	
3.	Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.	
4.	Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.	
5.	Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-243	Adventure Tourism	3-0-0-3

Course Objective:

The students will know about Adventure and Adventure Tourism. The difference between other types of tourism. The environment of travel business. Also, the students will know about the various types of adventure and the relation of adventure in tourism industry. This will make them to work and to indulge into new Adventure Tourism Business.

Course Content

	Introduction to Adventure and Adventure Tourism: Importance and definitions; history of adventure tourism; classification and elements of adventure tourism; difference between adventure and sports.	[8]
	Introduction to Land Based Adventure: hiking; trekking; rock climbing; repelling, bouldering; skiing and safaris. Equipment used in land based adventure tourism. Popular land based adventure places in India.	[7]
	Introduction to Water Based Adventure: Snorkeling; scuba diving; rafting; kayaking; canopying and surfing. Equipment used in water based adventure tourism. Popular water based adventure places in India.	[8]
	Introduction to Air Based Adventure: Paragliding, sky diving, bungee jumping, hang gliding, ballooning, micro light flying etc. Equipment's used in air based adventure tourism. Popular air based adventure places in India	[7]
	Major Adventure Based Organizations and institutions in India. Various courses offered in institutions. Scope and prospects of Adventure Tourism in India. Emerging trends of Adventure Tourism	[9]

Text Books

1.	Negi, J. (2001).*Adventure Tourism and Sports – Part- I & II*, New Delhi: Kanishka Publishers	
2.	Hoye, R., Smith, A. C., Nicholson, M., & Stewart, B. *Sport management: principles and applications*. Routledge.	

References:

1.	New Som, D., Moore, S.A., Dowling, R.K. (2004. *Natural Area Tourism*, New Delhi, Viva Books .	
2.	Malik, S.S. (1997).*Adventure Tourism*, New Delhi: Rahul Publishing	
3.	Buckley, Ralf (2006). *Adventure Tourism*. CAB International	

Note: Latest edition of text book and references must be used.

	Foreign Language – I	**3-0-0-3**
	Offered by School of Liberal Arts	

	Mody University Elective	**3-0-0-3**
	Offered by Different Schools of University	

Annexure –

TT-253	Indian History	3-0-0-3

Course Objective:

This module educates the students about different phases of Indian History which is categorized into Ancient, classical, Medieval and Modern India. History is taught realizing its relevancy in Indian Tourism.

Course Content

	The pre-historic period, Indus Valley Civilization - Source of Information, Vedic Period – Early and Later Vedic period. The Epic Age. Jainism, Teaching & Principles of Jainism, Contribution of Jainism to Indian Culture. Buddhism-Rise and Growth, Doctrines of Buddhism	[9]
	Mauryan Period – origin, growth and contribution, Sunga Dynasty, Kusana Dynasty, Gupta Period – political, religious, socio-cultural and economic development during Maurya to Gupta period. Political condition of North India, South India and Eastern India after Guptas	[7]
	History of Medieval India 1206 - 1526 A.D. Rise of Turks, causes of Success of Arab invasion and its impact, Slave Dynasty, Khaliji Dynasty, Tughlaq Dynasty, Sayyid Dynasty, Lodhi Dynasty. Moghuls- Babur, Humayun, Akbar, Jahangir, Aurangzeb	[9]
	Political Condition of India in after Moghul- Decline of Mughal emperor and its impact. Rise of Maratha Power under Shivaji. Advent of Europeans in India - Establishment of bases and trading centres of East India company and other European companies. Establishment of British Rule in India.	[7]
	Social and religious reforms movement in India, Brahma Samaj, Arya Samaj, Rama Krishna Mission, Economic, political, religious and social development post-Independence. Indian Democracy and contribution of different political parties for the development of India	[7]

Text Books

1.	Themes of Indian History – Part 1, 2, 3 – NCERT.	
2.	Chandra, Satish. *A History of Medieval India*, Orient Black Swan	

References:

1.	Basham. A.L, *The wonder that was India*, Picador; Indian ed edition.	
2.	Chandra, Bipin. *History of Modern India*, Orient BlackSwan	
3.	Chandra Satish (2007), *A History of Medieval India*, Orient Black Swan.	

Note: Latest edition of text book and references must be used.

Annexure –

TT-204	Travel Agency and Tour Operations	3-0-0-3

Course Objective: The student should be able to understand the nature, structure and working of Travel Agency. Also the learner will be able to comprehend the range of services provided by them and, highlights the intricacies involved in tourist services. Recent trends and changes in travel agency and tour operations will help them to have updated knowledge.

Course Content

	Travel Retailing-Travel Agency & Tour Operations, Functions of a Travel Agency, Departments of Travel Agency Package Tours & its Components, Client Handling activities in Travel Agency.	[6]
	Itinerary Planning-Itinerary and its importance, Types of Itineraries, Factors to keep in mind while designing an Itinerary, Itineraries for Inbound and domestic tourists:- Golden triangle, Rajasthan tour, kerela tour Popular outbound Itineraries of Singapore, Malaysia, Thailand , Europe Tour, Australia Tour	[7]
	Package Tours-Package tour and its components, Practical components of a standard package tour Designing & Costing of a package tour	[6]
	Visas-Difference between Passport and Visa Types of Passport & Visa Preparing Visa cases Formalities required for Various Visas like:- Schenegen, Dubai and Far East	[6]
	Forex-Basic overview of FOREX Forex Terminology- TCs, Cash currency, BTQ, LERMS	[6]
	How To Set Up a Travel Agency -IATA Rules and Regulations. **CASE STUDY DISCUSSION** (Including the profile of the company, area of specialization, Tag Lines, CEOs and Top shots) Thomas Cook, La Passage to India, Travelguru.com, BTA, Star Cruises: Overview.	[8]

Text Books

1.	Chand, M. Travel Agency Management: An Introductory Text.Anmol Publications Pvt. Ltd., New Delhi.	
2.	S. K., & Mishra, J. M. Tourism: Principles and Practices. Oxford University Press.	

References:

1.	Goeldner, C. R., & Ritchie, J. B. Tourism principles, practices, philosophies. John Wiley & Sons.	
2.	Jafari, J. (Ed.). Encyclopedia of tourism. Routledge.	
3.	Holloway, J.C. The Business of Tourism, London: Person Education Limited.	

Note: Latest edition of text book and references must be used.

Annexure –

TT-214	Sustainable Tourism	3-0-0-3
Course Objective: To prepare the budding tourism professionals by providing basic knowledge about sustainable tourism related skills.		
Course Content		
	Sustainable Tourism- meaning, definition, scope, sustainable development components, major issues in understanding sustainable development, principles of sustainable tourism management, aspects of ethics and social responsibility Key Stake holders.	[10]
	Key issues of sustainable tourism development such as Ecotourism, carrying Capacity, de-marketing, Fair pricing, transportation, education, role of industry, Role of public and private sector, community involvement and local control and linkages therein.	[10]
	Three dimensions of Sustainable tourism i.e. environment, economic life, social aspects. Environment-scope of the concept of environment, major potential impacts of tourism on environment, Economic Dimension-scope of the concept, and major impacts of tourism on it, Social Dimension-scope of the concept of socio -cultural environment and impacts of tourism on socio cultural issues.	[10]
	Key actor in sustainable tourism- role of public sector, government bodies, local authorities, tourism industry, voluntary organizations host community, media, and tourists.	[9]
Text Books		
1.	Swarbooke , J-Sustainable Tourism Management, Rawat Publication, Jaipur.	
References:		
1.	William Theobald-Global Tourism: The Next Decade-Butterworth Heinemann.	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-224	**Tourism Planning & Development**	**3-0-0-3**

Course Objective: Having studied Tourism Planning and Development, the students will be able to describe theories of tourism planning and development. It will outline different approaches to tourism planning..It would describe the elements of a tourism policy model and how these elements are used to form a tourism policy for a destination.To outline the tourism planning process and different phases of that process. To analyze the tourism development of a destination.To explain different strategies of managing tourism growth.

Course Content

	Concepts of Tourism development policy, Definition & characteristics of policy, Principles of policy formulation, Levels of tourism development policy, Stakeholders in tourism development policy formulation.	[6]
	Concept of Tourism Development Planning, Definitions and Concepts of Tourism Planning, Principles of Tourism planning (meaning, objective, types, characteristics etc), Key Players in Tourism Development Planning.	[8]
	Stages of Tourism Development Planning: VMO (Vision, Mission & Objective Formulation), Survey of the existing situations, Analysis & Synthesis Of the existing situations, Plan formulation: developing strategies, Implementation, Monitoring and Evaluation.	[9]
	Considerations in Tourism Development Policy and Planning, Environmental Consideration, Economic Consideration, Community Consideration, Political Consideration, Institutional Consideration, Facilities Standard Consideration.	[9]
	Case Studies -Understanding the success and failure factors of different cases around the world.	[7]

Text Books

1.	Gunn, C.Tourism Planning: Basic, Concepts and Cases, Cognizant Publication.	
2.	Swain, S.K. & Mishra, J.M.Tourism Principles & Practices. Oxford University Press, New Delhi.	

References:

1.	Morgan, N, Pritchard, A &Pride, R. Destination Branding: Creating the Unique Proposition, Butterworth and Heinemann .	
2.	Butler, R.W. Tourism Area Life Cycle: Applications and Modifications, Channel View Publications.	
3.	Tang, C.H. & Jones, E.E. Tourism SMEs, Service Quality and Destination Competitiveness, CABI Publishing.	

Note: Latest edition of text book and references must be used.

Annexure –

TT-234	**Tourism Organizations**	**3-0-0-3**
Course Objective: The course would provide the knowledge about the organisation structure of different tourism organisations, about their product & services and their working culture and environment.		
Course Content		
	Introduction To Luxury Railways Luxury Trains in India Royal Rajasthan on Wheels Golden Chariot Deccan Odessy	[9]
	Travel and Tourism Organizations IATA History, Growth and Development, IATA Goals, IATA Approval Membership UFTAA Introduction, Membership, Functions FHRAI Introduction, Membership, Functions.	[8]
	Travel Agency and Tour Operations Business Kuoni, Destination Management, Principle Services Offered Thomas Cook, Introduction, Principle Services Offered.	[8]
	Accommodation Sector Oberoi Hotels, Introduction, Activities of the Group , Oberoi/Philae Nile Cruiser, The Oberoi -New Delhi ,The Oberoi Vanyavilas-Ranthambore.	[8]
	Aviation Industry Jet Airways, Introduction Products and Services Kingfisher Airlines Introduction Products and Services	[7]
Text Books		
1.	Mohinder Chand. Travel Agency Management: An Introductory Text. New Delhi:Anmol Publications Pvt. Ltd.	
2.	Cook, R.A; Marqua, J & Yale, L.J. Tourism: The Business of Travel. New York: Pearson Education	
3.	Bhatia A.K. International Tourism Management, Sterling Publishers, New Delhi.	
References:		
1.	Fontgalland,B.De.The World Railway System. New York: Cambridge University Press	
2.	The Business of Tour Operations, London: Pitman.	
3.	Pender,L. Travel Trade and Transport. New York: Coninnum	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-244	**Tour Guiding & Interpretation**	**3-0-0-3**

Course Objective:

The idea behind introducing this course is to orient the students about the scope of tour guiding as a career option. This course will help the students to appreciate better what the profession of tour guiding is all about by giving them a practical experience of how to practice guiding in real life situations. It will also orient them to the nitty-gritties of this profession. This course also intends to deliver key guiding skills.

	Tour guiding: Introduction to tour guiding and tour escorting; difference between tour guiding and tour escorting; role of a tour guide; Tour guiding in India; characteristics of a tour guide steps to becoming a tour guide, steps to becoming a tour guide.	[9]
	Guiding Techniques: Understanding the dynamics of tour guiding; practical tips, mechanics of tour guiding; tools of the trade.	[8]
	Practical guiding: Guiding at a monument; guiding at a religious site; guiding at a museum, guiding on a coach.	[7]
	Situation Handling: Handling difficult tourists; handling questions; handling emergencies.	[7]
	Managing guiding business: How to plan an itinerary; setting up a tour guiding business, Code of Conduct for tour guides in India (MoT).	[8]

Text Books

1.	Chowdhary, Nimit (2013). *Handbook for Tour Guides*. New Delhi: Matrix Publishers. (L)	

References:

	Mitchell, G.E. (2005). *How to Start a Tour Guiding Business*. Charleston: The GEM Group Ltd.	
	Pond, K.L. (1993). *The Professional Guide*. New York: Van Nostrand Reinhold. (L)	

Annexure –

	Foreign Language – II	**3-0-0-3**
	Offered by School of Liberal Arts	

	Mody University Elective	**3-0-0-3**
	Offered by different Schools of University	

Annexure –

TT-254	Legal Framework for Tourism	3-0-0-3

Course Objective:

This paper will help students to understand the legal and regulatory framework in the travel and Tourism sector.

Course Content

	Introduction to legislation: Concept; principles and role of legislation in tourism; National Tourism Policy - objectives and consistency.	[8]
	Legal and regulatory framework in travel and tourism: Relating to consumer protection; health; safety and security of travel and tourism customers.	[8]
	Transport Legislation: Surface; sea and air transport laws in relation to carriage of passengers.	[8]
	Contract legislation in relation to Travel and Tourism customers.	[7]
	Business Ethics in travel and tourism sector; CSR policy for travel and tourism businesses.	[8]

Text Books

1.	Mill, Robert C.& Morrison Alastair, The Tourism System. 6th ed. Kendall Hunt Publishing Co.	
2.	Grant, David, M. M. & Stephen. *Holiday Law*. 5th ed. London: Sweet and Maxwell	

References:

1.	Downes, John, P. & Tricia. Travel and Tourism Law. 5th ed. Huntington: ELM publications.	
2.	Singh, A.. Contract and Specific Relief	
3.	Williams, G. L., & Smith, A. T. H. Glanville Williams: learning the law. Sweet & Maxwell	

Note: Latest edition of text book and references must be used.

Annexure –

TT-305	Sales and Marketing In Tourism	4-0-0-4

Course Objective: Marketing is the core of any business activity today. It is therefore important for a manager to understand the concepts of marketing and refer to same in managing, planning and controlling. The objective of this course is to acquaint the participants with concepts and techniques used in marketing both at micro and macro levels.

Course Content

	Marketing-Definition, Marketing Concepts (Need, Want, Demand, TQM, Product, Customer value, Customer satisfaction, Exchange & Transaction, Market), Difference between marketing and Selling, Marketing Orientation (Product concept, Production concept, Selling concept, Marketing concept , Societal marketing concept), Mordern marketing concepts (Green marketing, Mobile marketing, Cross-cultural marketing, Web marketing , Tele marketing , Relationship marketing, Buzz marketing)	[12]
	Analysis and selection of market-Measuring and forecasting tourism demand; Forecasting methods, Managing capacity and demand. Market segmentation and positioning (STP).	[9]
	Marketing Mix Elements-7 P's of marketing –Product (Levels, Classification, Branding, Packaging, PLC), Place (Distribution channels Definition, Why use intermediaries? How they add value? Channel functions, Marketing intermediaries in hospitality industry) Price (Definition, Marketing strategies , Initiating price change), Promotion (Definition , Functions, Promotion mix – Advertising , Sales Promotion , Personal Selling , Public Relations), People , Processes , Physical Evidence.	[12]
	Sales Management-Definition, sales person's role, prospect management, Buying process, AIDA's theory of selling, personal selling process, closing strategies, function of sales management.	[9]
	Public relations -Definition / Meaning, Need for public relations, The concept of public – internal / external publics, Comparison between advertising, promotion, publicity and PR, PR tools – media / non-media, PR Campaign, PR in Tourism	[10]

Text Books

1.	Dasgupta, Devashish Tourism Marketing. New Delhi: Pearson Education. (L)	
2.	Chowdhary, Nimit and Prakash, Monika . A Textbook of Marketing of Services. New Delhi: Macmillan India Limited. (L)	

References:

1.	Kotler, Philip, Bowen, John and Makens James. Marketing for Hospitality and Tourism. New Delhi: Prentice Hall/ Pearson Education. (L)	
2.	Philip Kotler et. Al – Marketing for Hospitality and Tourism, Prentice Hall, 2003	
3.	Middleton, Victor Marketing in Travel and Tourism, 3/e. New Delhi: Butterworth-Heinemann. (L)	

Note: Latest edition of text book and references must be used.

Annexure –

TT-315	**Tourist Behavior**	**3-0-0-3**
Course Objective: This course is designed to help students understand tourist behavior, factors affecting tourist behavior, destination image formation, travel decision model, evaluation of alternatives and tourist behavior modeling.		
Course Content		
	Introduction to Tourist Behavior- Concepts of tourist behavior	[7]
	Factors Affecting Tourist Behavior-Cultural factors, Personality & Self-concept, Perceived risks, Tourist self-image, Information & Tourist sources of communication, Motivation, Attitude and Intention	[7]
	Destination Image Formation-Mental image, Mental categorization and Destination awareness.	[6]
	Travel Decision Model-Structural modeling, Decision Rule, Decision-making, Process modeling.	[7]
	Evaluation of Alternatives-Perceived quality & Perceived value.	[6]
	Tourist behavior modeling- Pre-decision making, Post-visit evaluation, Future decision-making.	[6]
Text Books		
1.	Prasad, L.M. Organizational Behaviour. New Delhi: Sultan Chand & Sons.	
2.	Stephen P., Robbins. Organizational Behaviour. New Delhi: Prentice Hall of India Pvt. Ltd	
3.	Koontz Harold and Weihrich Heinz. Essentials of management: An International & Leadership Perspective. New Delhi: Tata McGraw-Hill Education.9th edition.	
4.	Dubrin, Andrew J.Essentials of Management.Thomson Southwestern, 9th edition.	
References:		
1.	Certo Samuel C. and CertoTervis.. Modern management: Concepts and Skills. New Delhi: Pearson Education.12th edition.	
2.	Robbins Stephen P, De Cenzo David A.and Coulter Mary. Fundamentals of Management. New Delhi: Prentice Hall of India.	
3.	Weihrich Heinz, Cannice Mark V and Koontz Harold. Management- A global entrepreneurial perspective. New Delhi:Tata McGraw Hill.	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-325	**Destination Marketing & Management**	**3-0-0-3**
Course Objective: This paper presents the core competency of Indian Tourism to the students to be familiar with the places of cultural tourism interest. The objective is to help students understand the significance of tourism resources of India.		
Course Content		
	Introduction to Destination marketing, Environment of Destination, Destination marketing plan, Consumer buying Behavior	[8]
	Case Studies: Golden Triangle, Pilgrimage Tourism, Cultural Tourism	[7]
	Adventure Tourism, Incentive Travel, Health Tourism	[7]
	Wildlife Tourism, Educational Tourism, Agro-Tourism/Rural Tourism, Beach Tourism, Golf Tourism	[9]
	Destination Product, Destination Pricing, Distribution Channel, Promotion.	[8]
Text Books		
1.	Sen,SailendraNath . Textbook of Indian History and Culture. Macmillan, New Delhi.	
2.	Basham.A.L . The Wonder That Was India.Rupa and Co., New Delhi	
References:		
1.	Jacob, R.. Indian Tourism Products. Abhijeet publications.	
2.	Sahai, S. Indian Architecture: Hindu Buddhist and Jain. Prakash Books.	
3.	Gupta, S.P. Cultural Tourism in India. Indraprastha Museum of Art andArchaeology, New Delhi.	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-335	**International Tourism**	**4-0-0-4**
Course Objective: This paper aims at providing an overview of global tourism trends along with major places of tourist importance in different continents.		
Course Content		
	Global Tourism: Past, Present and Future Trends, Critical issues Of World Tourism, Understand the supply and demand of Tourist Travel, Reasons for Tourism Flow patterns, Outline the evolution of International Travel and transport developments that have affected tourism, Tourist Arrivals, Receipts & GDP of First Ten Leading Countries , India's Position in Global Tourism, Factors Contributing to Growth of Global Tourism, Global Tourism by 2020, Diversification of Emerging Tourism Products, New Competitive Global Emerging Tourism Destinations, Changing Dimensions of Tourism Products.	[12]
	The Role of the State in Tourism-National Tourism Organization, Department of Tourism, India,ITDC, DGCA, AAI, FHRAI.	[10]
	Travel Industry Fairs-Participation Advantages- ITB, WTM, PATA Travel Mart, ICCA.	[10]
	International Tourism Organizations-Need & Significance For Organizations- UFTAA, WATA, ASTA, WTO, PATA & PATA Chapters, IATA, ICAO, IHA.	[10]
	Tourism Destinations of Asia, Africa, Europe, North America & South America	[10]
Text Books		
1.	Swain, S.K. & Mishra, J.M.. Tourism: Principles & Practices, Oxford University Press, New Delhi.	
2.	Bhatia A.K., International Tourism Management, Sterling Publishers, New Delhi.	
References:		
1.	Reisinger Y, International Tourism – Cultures and Behaviour, Butterworth-Heinemann, Oxford, UK.	
2.	William F. Theobald, W.F. Global Tourism, Elsevier Science, London.	
3.	Cochrane, J. Asian Tourism Growth and Change, Elsevier, London.	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-345	**Conferences & Event Management**	**4-0-0-4**
Course Objective: The purpose of this course is to acquire an in-depth knowledge about the specialized field of "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.		
Course Content		
	Introduction to MICE-Components of MICE; evolution of meetings; incentives, convention and expositions.	[12]
	Conference Market-The nature of conference markets; the demand for conference facilities; role of travel agencies in the management of conferences.	[9]
	Meeting- Meeting planner/convention manager; organizing and planning meetings; major attributes of meeting planners; types of meeting planners; types of shows.	[10]
	IT Impact- Advancement of science and technology on conference business; trade shows; exhibitions; incentives.	[9]
	Impact of Events -The impact of conventions on local and national communities. emerging dimensions of convention business in India. ICBP.	[12]
Text Books		
1.	Fenich, G.G. Meetings, Expositions, Events and Conventions- An Introduction to the Industry. New Delhi: Pearson/Prentice Hall.	
References:		
1.	Montgomery, R.J. and Strick, S.K. Meetings Conventions and Expositions- An Introduction to the Industry. New York: Van Nostrand Reinhold.	
2.	Weirich, M.L. Meetings and Conventions Management. New York: Delmar Publishers Inc.	
Note: Latest edition of text book and references must be used.		

Annexure –

TT-355	Air Ticketing & Fare Calculation	3-0-1-4

Course Objective:

Airline ticketing, fare calculation and GDS familiarity is an essential skill for entry level jobs in airlines and tour operations. This course is essentially a practical course aim to make learners understands GDS system functionality, basic commands, and have the ability to interpret booked itineraries.

Course Content

	Introduction: Aviation Geography: IATA areas; sub-areas; sub-regions. Freedoms of Air. Time calculation: GMT variation; concept of standard time and daylight saving time; calculation of elapsed time and flying time. Familiarizations with OAG: 3 letters city code; airport code; airline designated code; country and currency codes; global indicators; TIM; Hubs and Gateways; Flight and Routing Terms. Aircraft types.	[12]
	Planning itinerary by Air: Itinerary terms, types of journey and fares; introduction to fare construction; Fare-Basis Codes; Fare Rules; international mileage and routing systems and principle, fare construction with Extra Mileage Allowance (EMA), Extra Mileage Surcharge (EMS). Familiarizations with Air Tariff: currency regulation, NUC conversion factors, general rules.	[12]
	Introduction to Amadeus and Basic commands: Introduction to the Amadeus GDS and its features. Basic Amadeus commands: Signing in and out of Amadeus, agent work areas; AIS pages and HELP; TIMATIC commands; encode and decode cities, airports, airline names and codes, aircraft equipment; flight availability; selling air segments; passenger name records (PNR); supplementary data; modifying a PNR.	[12]
	Advance Commands: Fare Displays; Itinerary Pricing; Issuing Tickets; Advance Seat Assignments; Queues.	[8]
	Hotel & Car Booking: Basic Hotel Reservations & Car Rentals commands.	[8]

Text Books

1.	Gupta, S.K. *International Airfare and Ticketing- Methods and Techniques.* New Delhi: UDH Publishers and Distributers (P) Ltd.	
	Semer-Purzycki, J.*A. Practical Guide to Fares and Ticketing*. Delmar Thomson Learning.	

References:

1.	Davidoff, D.S. and Davidoff, P.G. *Air Fares and Ticketing*. New York: Prentice Hall.	
2.	Foster, Dennis L. Reservations and Ticketing with Sabre. London: Create Space.	

Note: Latest edition of text book and references must be used.

Annexure – C

MODY UNIVERSITY OF SCIENCE & TECHNOLOGY

(State University u/s 2/f of UGC Act 1956)

Curriculum Structure, Course Description, Text Books and References

of

BACHELOR OF BUSINESS ADMINISTRATION

(2019-20 Batch onwards)

Annexure – C

REVISED

Programme: Bachelor of Business Administration (B. B. A.)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

No. of Seats: 60

Objectives

The syllabus for Bachelor of Business Administration [BBA] is revised in accordance with the latest industry trends and demands. The objective of this course is to train the students with a balance of theoretical aspect and practical applications. The course structure basically focuses on detailed study of business administration. It involves detailed study of different aspects of the business and managing its operations. It equips the students with the latest business knowledge to meet the requirements of the changing corporate firms and to develop the culture of business and entrepreneurial aptitude among the students.

Input Qualification:

Candidate should have passed 10+2 from a recognized Board with proficiency in English.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

Annexure – C

Bachelor of Business Administration

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

BBA Three-Year Programme

Academic Curriculum (2019-20 onwards)

First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	BS 111	Evolution of Indian Business	3	-	-	3	3	25	25	50
	BS 121	Principles of Management	3	-	-	3	3	25	25	50
	BS 131	Microeconomics	3	-	-	3	3	25	25	50
	BS 141	Statistics for Business Decisions	3	-	-	3	3	25	25	50
	Ability Enhancement Compulsory Courses									
	MDC 003	Environmental Studies	3	1	-	4	3	25	25	50
	Generic Course									
	BS 151	Business and Corporate Laws	3	-	-	3	3	25	25	50
		Sub Total	**18**	**1**	**-**	**19**				
	GE 103	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	BS 112	Organisational Behaviour	3	-	-	3	3	25	25	50
	BS 122	Macroeconomics	3	-	-	3	3	25	25	50
	BS 132	Marketing Management – I	3	-	-	3	3	25	25	50
	BS 142	Business Accounting	3	-	-	3	3	25	25	50
	Ability Enhancement Compulsory Courses									
	BC 152	Business Communication	3	-	-	3	3	25	25	50
	Generic Course									
	BS 152	Enterpreneurship Development	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 104	Proficiency (Non-Credit) #				1				

BBA Three-Year Programme
Academic Curriculum (2019-20 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	BS 211	Marketing Management – II	3	-	-	3	3	25	25	50
	BS 221	Human Resource Management – I	3	-	-	3	3	25	25	50
	BS 231	Management Accounting	3	-	-	3	3	25	25	50
	BS 241	Tourism Management	3	-	-	3	3	25	25	50
	Skill Enhancement Compulsory Courses									
		Foreign Language-I#	3	-	-	3	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	BS 251	Production & Operations Management	3	-	-	3	3	25	25	50
		Sub Total	**21**	**-**	**-**	**21**				
	GE 203	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	BS 212	Human Resource Management – II	3	-	-	3	3	25	25	50
	BS 222	Business Research	3	-	-	3	3	25	25	50
	BS 232	Financial Management – I	3	-	-	3	3	25	25	50
	BS 242	Computer Applications in Business	3	-	-	3	3	25	25	50
	Skill Enhancement Course									
		Foreign Language-II#	3	-	-	3	3	25	25	50
		Mody University Elective*	3	-	-	3	3	20	-	80
	Generic Course									
	BS 252	Business Ethics and Corporate Governance	3	-	-	3	3	25	25	50
		Sub Total	**21**	**-**	**-**	**21**				
	GE 204	Proficiency (Non-Credit) #				1				

BBA Three-Year Programme
Academic Curriculum (2019-20 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	BS 311	International Business	3	-	-	3	3	25	25	50
	BS 321	Quantitative Techniques for Management	3	-	-	3	3	25	25	50
	BS 331	Financial Management – II	3	-	-	3	3	25	25	50
	BS 371	Retail Management	3	-	-	3	3	25	25	50
	BS 351	Financial Institutions and Markets	3	-	-	3	3	25	25	50
	BS 361	Business Policy and Strategy	3	-	-	3	3	25	25	50
	BS 341	Summer Internship Project**	-	-	-	6	-	-	-	100
		Sub Total	**18**	**-**	**-**	**24**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	BS 312	E-Commerce	3	-	-	3	3	25	25	50
	BS 322	Project Management	3	-	-	3	3	25	25	50
	BS 332	Basics of Taxation	3	-	-	3	3	25	25	50
	BS 342	Rural Marketing	3	-	-	3	3	25	25	50
	BS 352	Event Management	3	-	-	3	3	25	25	50
	BS 362	Investment Analysis and Portfolio Management	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
		Total Credits	**114**	**1**	**-**	**121**				
	GE 306	Proficiency (Non-Credit) #				1				

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE*** *: End Term Examination*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

**The university offers CBCS (Mody University Elective)which a student require to select any one in one in autu mn and one in spring second year.*

***A student will go for Summer Internship after Second year and Evaluation of Summer Internship Project would comprise of Report and Viva-voce.*

FIRST YEAR
AUTUMN SEMESTER
(Semester – I)

BS 111	Evolution of Indian Business	3-0-0-3

Course Objective

To understand the irreducible complexity of organizing business in society and to highlight the importance of strategic decisions by business actors in response to changing business context.
The study the business history in India provides an engaging account of the business methods and families that makes Indian business what it is today.

Course Content

	Indian business at the time of colonization: Early colonial rule and the fate of indigenous merchants in different parts of India. The origins of Agency houses and their failure in Calcutta in early nineteenth century, Indian partners and early entrepreneurial initiatives, The maturation of the managing agency system and their decline in the twentieth century.	[07]
	The Rise and Maturation of Indian Industry: The rise of Indian industry in Western India—profits from opium trade and the rise of cotton textile industry in the second half of the nineteenth century, British dominance of industry in Eastern India, Multinationals, Agency houses and rise of Marwari industrialists in Eastern India in the early twentieth century, The impact of two World Wars and the Great Depression on the rise of Indian industry, Swadeshi enterprises and other challenges to British domination of business.	[07]
	Indigenous capital and the bazaar economy: Between traditional subsistence economy and the modern European enclave economy, Traditional commission agencies (arhat) and financial instruments (hundi). The cotemporary relevance of the concept of the bazaar economy, Dominant business communities in colonial India—Parsees, Marwaris and Nattukottai Chettiars.	[08]
	Independent India and the planning period: The conceptual division of the economy into sectors and the place of private industry in economic planning, Growth of traditional big business groups during the Nehru era, Development of capitalism, The story of powerloom, The external environment -Sterling balances controversy and the loss of access to capital for investment in the early plan period. The restrictions on private business in late 1960s through 1970s and business response.	[09]
	Alternative models of business success: Case studies - Amul and the cooperative model, Maruti and the state-initiated revolution in the automobile market, Industrial cluster in the Tiruppur area, Evolution of Indian business groups in the post-reforms era, The salience of family business, The rise of new industrial elites, Trends in industrial concentration, History of the software industry.	[08]

Text Books

1.	Tripathi Dwijendra and Jumani Jyoti, *"The Concise Oxford History of Indian Business"*, 1st Edition, Oxford University Press, India.	

References:

1.	Piramal Gita, *"Business Maharajas"*, Penguin India.	
2.	Tripathi Dwijendra and Jumani Jyoti , *"The Oxford History of Contemporary Indian Business"*, Oxford University Press.	
3.	Kudaisya M (ed), *"The Oxford India Anthology of Business History"*, Oxford University Press, New Delhi.	

Note: Latest edition of text book and references must be used.

BS 121 **Principles of Management** **3-0-0-3**

Course Objective

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Content

Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management. [08]

Planning: Types of Plan, Objectives of Planning, Planning process, SWOT, **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making. [12]

Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing. [12]

Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control. [07]

Text Books

1. Koontz, H. and Weihrich, H. "*Essentials of Management"*, Pearson Education.
2. Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi

References:

1. Luthans, F., "*Introduction to Management",* McGraw Hill.
2. Robbins, S. and Coulter, M."*Management"*, Pearson Education.
3. Drucker P. F., "*Practice of Management"*, Mercury Books, London.
4. Griffin, R.W. "*Management Principles and Application"*, Cengage Learning
5. Louis, A.Allen. "*Management and Organization"*, Mc Graw Hill, Tokyo.

Note: Latest edition of text book and references must be used.

BS 131 **Microeconomics** **3-0-0-3**

Course Objective

To acquaint the students with the concepts of microeconomics dealing with consumer behaviour and producer behaviour and also understand the behaviour of firms under different market structures

Course Content

Consumer Behaviour and Elasticity of Demand: Basic demand and supply analysis; Elasticity of demand: price, income and cross elasticity, point elasticity and arc elasticity, marginal revenue, average revenue and price elasticity of demand; Ordinal utility analysis of consumer behaviour: Budget line and indifference curve, consumer equilibrium. Income consumption curve and Engel curve, Price consumption curve and derivation of demand curve, Income and Substitution Effects of a price change; Consumers' Surplus; Revealed Preference theory. [08]

Production and Cost: Total, average and marginal product curves, Three stages of production, Production isoquants, marginal rate of technical substitution, economic region of production, Isocost lines, optimal combination of resources, the expansion path, returns to scale; **Cost of Production** - Concept of explicit costs, implicit costs and opportunity costs of production, derivation of short run and long run cost curves. Economies and Diseconomies of scale and the shape to the long run average cost. Learning curve and economies of scope. [12]

Perfect Competition: Assumptions, Equilibrium of the firm and the industry in the short run, Supply curve of firm and industry in the long run. Consumers' and Producers' Surplus and the efficiency of perfect competition. Welfare effects of an excise tax. [06]

Imperfect Competition: Monopolistic competition - price and output decision in the short run and long run, monopolistic competition and economic efficiency.

Monopoly: Monopoly short run and long run equilibrium. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. Comparison of pure competition and monopoly and the social costs of monopoly power including deadweight loss. Degree of price discrimination.

Oligopoly and Interdependence: Cournot's duopoly model (with reaction curves), kinked demand curve model, dominant firm price-leadership model, centralized cartels. [13]

Text Books

1. Dwivedi, D. N., "*Principles of Economics*", Vikas Publishing House New Delhi.
2. Deepashree, "*Microeconomics-Theory & Applications"*, Mc Graw Hill, New Delhi.

References:

1. Salvatore, Dominick, "*Principles of Microeconomics"*, Oxford International Student Edition.
2. Gould, J.P., and Lazear, E.P., "*Microeconomic Theory"*, All India Traveller Bookseller, New Delhi.
3. Pindyck, R.S., D. L. Rubinfeld and Mehta, P. L., "*Microeconomics"*, Pearson Education.
4. Koutsoyiannis A., "*Modern micro-economics*", Macmillan New Delhi.
5. Stigler, G., "*The Theory of price*", Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

BS 141 **Statistics for Business Decisions** **3-0-0-3**

Course Objective

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making.

Course Content

Introduction to Statistics: Meaning, Definition, Scope, uses and limitations of statistics, Collection of primary and secondary data, Classification and tabulation of data, Graphs of frequency distribution and Curves. **Measures of Central Tendency** - arithmetic mean, geometric mean and harmonic mean. Median and Mode (and other partition values including quartiles, deciles, and percentiles). [10]

Measures of Dispersion: absolute and relative, Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance. **Moments** - Calculation and significance,Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis. [09]

Correlation Analysis - Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; Rank Correlation **Regression Analysis** - Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression. [13]

Index Numbers: Meaning and uses of index numbers. Construction of index numbers: fixed and chain base: univariate and composite. Aggregative and average of relatives – simple and weighted, Tests of adequacy of index numbers, Base shifting, splicing and deflating, Problems in the construction of index numbers, Construction of consumer price indices. Important share price indices, including BSE SENSEX and NSE NIFTY. [07]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hill New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods",* Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business"*, Cengage Learning.

Note: Latest edition of text book and references must be used.

MDC 003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:
i) Cultural Basics of our Environmental Crisis:
ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:
i) What has posterity ever done for me?
ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides.

Suggested Case Studies:
i) The tragedy of commons:
ii) We all live in Bhopal
iii) The Silent Spring; [06]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics –

Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply [06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:

Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:

Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.

Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it. [06]

Sustainable Development (Objective and Application):

Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
e. **Judicial activism** [11]

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment [04]

v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

Text Books

1. Cunningham William P. Saigo B Woodworth, *Environmental Science: A Global Concern*, McGraw-Hill Higher Education; Sixth Edition
2. Odum E. P. Barret G.W "*Fundamental of Ecology"*, 5 th Edition Cengage Learning.

References:

1. S.C Shastri "*Environmental Law*"5th Ed EBC Explorer, India.
2. , C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, "*Introduction to Psychology"* International Student edition, Tata McGraw Hill, New Delhi.
3. E.F.Schumacher, Blond and Briggs, "*Small is Beautiful: Economics as if People Mattered"* London.
4. Heywood V.H. & Watson R.T. 1995. "*Global biodiversity assessment"*, Cambridge Univ. Press
5. "*Our Common Future*", Report on World Commission on Environment and Development United Nations Document.
6. Al Gore, "*Dysfunctional Civilization: The Earth in Balance"*, Houghton, Mifflin.
7. Lester Brown, Christofer Favin, Sandra Postel, "*Vision of a Sustainable World"*, The Worldwatch Reader, Ed Lester R. Brown New York
8. W.P. Pruden and S.H. Anderson, "*Environmental Sciences"*, Charles. E., Meredith Publication, NY, USA

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

BS 151 **Business and Corporate Laws** **3-0-0-3**

Course Objective

The objective of the course is to impart basic knowledge of the important business and corporate laws along with relevant case law.

Course Content

The Indian Contract Act, 1872: Contract – meaning, characteristics and kinds; Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects; Void agreements; Discharge of contract – modes of discharge including breach and its remedies; Contingent contracts; Quasi – contracts; Contract of Indemnity and Guarantee; Contract of Bailment; Contract of Pledge; Agency.	[14]
The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell; Conditions and warranties; Transfer of ownership in goods including sale by non-owners; Performance of contract of sale; Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.	[06]
The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors,Appointment, qualifications; removal of directors, company meetings.	[12]
The Limited Liability Partnership Act, 2008: Meaning and nature of limited partnership, formation, partners& their relations, extent and limitation of liability.	[02]
The Information Technology Act 2000: Definitions under the Act; Digital signature; Electronic governance; Regulation of certifying authorities; Digital signatures certificates; Duties of subscribers.	[05]

Text Books

1. Tulsian, P.C, "*Business Law"*, McGraw Hill, New Delhi.
2. Lee Reach, "*Business Laws"*, Oxford University Press, UK.

References:

1. Dr. Avatar Singh, *"Company Law",* Eastern Book Company,
2. Datta, C.R. *" Company Law"*, Lexis Nexis
3. Bare Acts, Circulars on Laws, Taxmans
4. Kuchhal. M.C., "*Business Law*", Vikas Publishing House, New Delhi
5. *Information Technology Rules 2000 with Information Technology Act 2000*, Taxmann Publications Pvt. Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

FIRST YEAR
SPRING SEMESTER
(Semester – II)

BS 112 **Organisational Behaviour** **3-0-0-3**

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content

Introduction: Organisational Theories - Classical, Neo-classical and Contemporary. Organisational Behaviour: concepts, determinants, challenges and Formal and Informal structures; Flat and Tall structures. Opportunities of OB. Contributing disciplines of OB. Organizational Behaviour Models. **Individual Behaviour:** Personality- Type A and B, Big Five personality types, Factors influencing personality; **Values and Attitudes**- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes, measurement of attitude; **Learning** - Concept and Learning theories and reinforcement, Schedules of reinforcement; **Perception and Emotions**- Concept, Perceptual process, Importance, Factors influencing perception, perceptual errors and distortions, Emotional Intelligence. [15]

Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making. Nominal group technique and Delphi technique. Communication and Feedback, Models of Communication. Transactional Analysis, Johari Window. [05]

Motivation: Meaning and Importance of motivation, Theories- Vroom's Valence - Expectancy Theory, Intrinsic motivation by Ken Thomas .Behaviour modification, Motivation and organisational effectiveness, Measurement of motivation using standard questionnaire; **Leadership, Power and Conflict:** Concept and theories, Styles of leadership, Behavioural approach, Situational approach, Leadership effectiveness. Power and conflict. Bases of power, power tactics; Sources of conflict, Conflict Resolution Strategies. [11]

Dynamics of Organisational Behaviour: Organisational Culture and climate- Concept and determinants of organisational culture. Developing Organizational culture. Organisational change- Importance, Stability vs. Change, Proactive vs Reaction Change, Change Process, Managing Change. Individual and organisational factors to stress; Work Stressors, Consequences of stress on individual and organization; Prevention and Management of stress. [08]

Text Books

1. Stephen P. Robbins, Timothy A. Judge, and Vohra Neharika, *"Organizational Behavior"*, 16th Edition, New Delhi, Pearson Education.
2. John W. Slocum and Don Hellriegel, "*Fundamentals of Organizational Behavior*", 1st Edition, New Delhi, Thomson.

References:

1. Fred Luthans ,*"Organizational Behavior-An Evidence-Based Approach"*, 12th Edition, New Delhi, McGraw Hill.
2. Margie Parikh and Rajen Gupta,*"Organizational Behavior", 1st Edition*, New Delhi, McGraw Hill.
3. Udai Pareek and Sushama Khanna, "*Understanding Organizational Behavior"*, 3rd Edition, New Delhi, Oxford University Press.

Note: Latest edition of text book and references must be used.

BS 122 **Macroeconomics** **3-0-0-3**

Course Objective

To provide the student with knowledge of basic concepts of the macro economics and modern tools of macro-economic analysis. Macroeconomics is concerned with the vital economic issues that determine your own economic well-being as well as that of whole family and everyone you know. Macroeconomics is the study of the major economic totals, or aggregates.

Course Content

Introduction: Concept and Variables of macroeconomics, Income, Expenditure and The Circular flow, Components of expenditure. Consumption, Saving and Investment and S-I approach, Multiplier (two sector) and Numerical. Static macro economic analysis short and the long run – Determination of supply, Determination of demand, and Conditions of equilibrium.

Meaning, Objective and Instruments of fiscal and monetary policy, AD-AS approach; Determination of aggregate demand, Shifts in aggregate demand, Aggregate supply in the short and long run, and Aggregate demand- Aggregate supply analysis. Economy in the short run IS–LM framework. [12]

Inflation - Causes and Effect of rising and falling inflation, Demand pull and Cost push inflation and Measures to control inflation, Inflation and interest rates, Social costs of inflation. **Unemployment** – Natural rate of unemployment, Frictional and wait unemployment. Labour market and its interaction with production system. Phillips curve, Trade-off between inflation and unemployment, Sacrifice ratio, Role of expectations adaptive and rational. [08]

Open economy – Flows of goods and capital, Saving and Investment in a small and a large open economy, Exchange rates; Fixed and Flexible, **Mundell** – Fleming model with fixed and flexible prices in a Small Open economy with fixed and with flexible exchange rates, Interest rate differentials case of a Large economy. Balance of payments, Trade balance, Current and Capital Account, Autonomous and accommodating transactions and Measures to control disequilibrium on BOP. [11]

Behavioral Foundations- Investment – Determinants of business fixed investment, Effect of tax, Determinants of residential investment and Inventory investment. **Demand for Money** – Portfolio and transactions theories of demand for Real balances, Interest and Income Elasticities of demand for real balances. Supply of money. [08]

Text Books

1. Dwivedi, D. N., " *Macroeconomics - Theory & Practice*", Tata McGraw Hill, New Delhi.
2. Ahuja, H.L., "*Business Economics*", S.Chand & Company, New Delhi.

References:

1. Dornbusch, Rudiger, and Stanley Fischer,"*Macroeconomics"*, McGraw-Hill.
2. Mankiw, N. Gregory, "*Macroeconomics",* Macmillan Worth Publishers New York, Hampshire,U.K.
3. Salvatore, Dominick. "*International Economics",* John Wiley & Sons Singapore.
4. Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
5. Olivier Blanchard, "Macroeconomics", Pearson Education, Inc.
6. Neils & Parker, "*The Essence of Business Economics*",Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

BS 132 **Marketing Management - I** **3-0-0-3**

Course Objective

The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.

Course Content

Introduction: Nature and Scope of Marketing, Importance of Marketing, The Marketing Concept, Selling vs. Marketing, Marketing Mix. [07]

Marketing Environment: Micro-Environment, Macro-Environment—Demographic, Economic, Natural, Technological, Politico-Legal and Socio-Cultural Environments, Indian Marketing Environment. [07]

Buyer Behaviour and Market Segmentation: Factors influencing Buyer Behaviour, Buying Decision Process, Profile and Features of Indian Consumers, Market Segmentation- Meaning, Levels, Bases of Segmentation. [09]

Managing the Product: Product Planning, Product Mix, Deciding Product Policy, Product Line Decisions, Product Differentiation, Brand Equity, Packaging, Labelling, Concept of Product Life Cycle, New Product Development Process.

Pricing: Pricing Objectives, Factors influencing Pricing, Types of Pricing, Pricing Procedure. [16]

Text Books

1. Kumar, Arun & N. Meenakshi, "*Marketing Management*", Vikas Publishing House.
2. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, "*Marketing Management: A South Asian Perspective*", Pearson Education.

References:

1. Chhabra, T.N & Grover, S.K; *Marketing Management*, Dhanpat Rai & Co., New Delhi
2. Palmer, Adrian, "*Introduction to Marketing*", Oxford University Press, UK
3. McCarthy, E. Jerome., and William D. Perreault, "*Basic Marketing*", Richard D. Irwin.
4. Majaro, Simon, "*The Essence of Marketing*", Prentice Hall, New Delhi.
5. Ramaswamy & Namakumari; "*Marketing Management*", Mc Millan, New Delhi.

Note: Latest edition of text book and references must be used.

BS 142 **Business Accounting** **3-0-0-3**

Course Objective

To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only). [12]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers. [08]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance. [08]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment. [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 152 **Business Communication** **3-0-0-3**

Course Objective

To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Course Content

Introduction: Nature, Process and Importance of Communication, Types of Communication (verbal & Non Verbal), Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers. **Non-Verbal Aspects of Communication:** Body language, Kinesics, Proxemics, Para language. [10]

Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter -office Memo, Notices, Agenda, Minutes, Job application letter, preparing the resume. **Effective Listening:** Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars. [10]

Report Writing: Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports. [08]

Business language and presentation: Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English. Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids. **Technology and Business Communication:** Role, effects and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e-communication. [11]

Text Books

1. Kaul, "*Business Communication*", Prentice Hall, New Delhi.
2. Gupta, C.B., "*Business Communication*", Sulthan Chand & Sons, New Delhi.

References:

1. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Bovee, and Thill, *Business Communication Today*, Pearson Education
3. Shirley, Taylor, *Communication for Business*, Pearson Education
4. Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH
5. Sharma, R.C., and Krishna Mohan, "*Business Correspondence and Report Writing*", Tata McGraw-Hill Publishing Company Limited, New Delhi.

Note: Latest edition of text book and references must be used.

BS 152 **Entrepreneurship Development** **3-0-0-3**

Course Objective

The purpose of the paper is to understanding about entrepreneurship and creative thinking and behaviour for effectiveness at work and in life.

Course Content

Introduction: Entrepreneur—Definition, Types, Characteristics, Entrepreneurship—Concept, Characteristics, Process, Theories of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurship vs. Intrapreneurship, Women Entrepreneurship, Role of Entrepreneurs, Rural Entrepreneurship—Role and Prospects. [08]

Entrepreneurship Development: Meaning, Objectives, Issues of Entrepreneurship Development Programmes (EDP), EDP Organisations—MDI, EDII, Industrial Sickness and Role of BIFR.

Incentives and Subsidies: Need, Objectives, Schemes and Advantages, Institutional Finance to Entrepreneurs—SIDBI, NABARD, KVIC. [13]

Small-scale Industries: Concept, evolution, role, problems and prospects, policies governing small-scale industries, organizational structure, ownership pattern, export potential of small-scale industries. [10]

Project Identification and Financial Analysis: Meaning of project, project identification, formulation, feasibility analysis, financial analysis-cost and revenue estimates, techniques of financial analysis. [8]

Text Books

1. Khanka, S. S., *"Entrepreneurial Development"*; S. Chand & Co. Ltd., New Delhi
2. Sudha, G. S., *"Entrepreneurship and Small Business Development"*; RBD Publishing House, Jaipur.

References:

1. Mohanty, S. K., *"Fundamentals of Entrepreneurship"*; PHI Learning, New Delhi
2. Desai, Vasant, " *Dynamics of Entrepreneurial Development and Management*", Himalaya Publishing House, Mumbai.
3. Gupta, C B. & Shrinivasan, N.P., *"Entrepreneurship Development in India*", Sultan Chand & Sons, New Delhi.
4. Bhide, Amar V., *"The Origin and Evolution of New Businesses*", Oxford University Press, New York.
5. Kuratko and Rao, *"Entrepreneurship: A South Asian Perspective*", Cengage Learning.

Note: Latest edition of text book and references must be used.

SECOND YEAR
AUTUMN SEMESTER
(Semester – III)

BS 211 **Marketing Management - II** **3-0-0-3**

Course Objective

To Identify cost and benefit of marketing channels, Importance of Communication, roles of advertising, sales promotion, public relations, personal selling, direct marketing in the promotion mix and need for marketing research.

Course Content

Marketing Channels: Types of Channels, Channel Functions, Logistics and Physical Distributions- Objectives and Functional Areas of Physical Distribution, Physical Distribution in the Indian Context.

[08]

Marketing Communication: Meaning and Importance, Communication Objectives, Effective Communication, Communication Process.

[05]

Promotion Tools: Advertising- Meaning, Objectives, Types in Advertising decisions, Planning and evaluation of Advertising Campaign, Trends in Advertising in India, Personal Selling—Objectives, Functions and Principles, Public Relations—Importance and Methods, Direct Marketing, Sales Promotion.

[11]

Marketing Research and Control: Need for Marketing Research, Marketing Research Process, Techniques, Need and Tools of Control.
Marketing Challenges: Marketing in 21st Century, Impact of Globalization, Technological Advances, Deregulation of Marketing in India.

[15]

Text Books

1. Kumar, Arun and N. Meenakshi, "Marketing Management", Vikas Publishing House, New Delhi.
2. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, "*Marketing Management: A South Asian Perspective"*, Pearson Education.

References:

1. Chhabra, T.N & Grover, S.K; "*Marketing Management"*, Dhanpat Rai & Co., New Delhi
2. Palmer, Adrian, "*Introduction to Marketing"*, Oxford University Press, UK
3. McCarthy, E. Jerome., and William D. Perreault, "*Basic Marketing"*, Richard D. Irwin.
4. Majaro, Simon, "*The Essence of Marketing"*, Prentice Hall, New Delhi.
5. Ramaswamy & Namakumari; "*Marketing Management*", Mc Millan, New Delhi.

Note: Latest edition of text book and references must be used.

BS 221 **Human Resource Management -I** **3-0-0-3**

Course Objective

To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Content

Introduction: Concept, Scope, Objectives and Environment of HRM, Personnel Management vs. HRM. [10]

Acquisition of Human Resource: Human Resource Planning, Job Analysis, Job Design, Recruitment Sources, Methods, Selection Process—Tests, Interviews. [10]

Training and Development: Need, Objectives, Methods of Training, Evaluation and Development Programmes. [08]

Performance Appraisal: Concept, Objectives, Techniques of Performance Appraisal and Limitations.

Compensation and Benefits: Job Evaluation- Concept, Process, Significance, Components of Employee Compensation—Financial and non-financial. [11]

Text Books

1. Aswathappa, K., "*Human Resource Management",* Tata McGraw-Hill, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management",* Wiley, India.

References:

1. Pande Sharon and Basak Swapnalekha (2012), "*Human Resource Management-Text and Cases*", 1st Edition, New Delhi, Pearson Education.
2. Mondy, A. W. and Noe, R. M., "*Human Resource Management",* Pearson Education.
3. Rao, V. S. P., "*Human Resource Management: Text and Cases",* Excel Books.

Note: Latest edition of text book and references must be used.

BS 231 **Management Accounting** **3-0-0-3**

Course Objective

To provide the students knowledge about use of costing and financial data for planning,control and decision making.

Course Content

Introduction: Meaning, Nature and Scope and functions of management accounting, Role of management accounting in decision making, Management accounting vs. Financial accounting, Tools and techniques of management accounting.Difference between cost accounting and management accounting, cost control, cost reduction, cost management. [08]

Standard costing and variance analysis: Meaning of standard cost and standard costing: advantages, limitations and applications, Variance analysis – material, labour, overhead and sales variances, Disposition of variances, Control ratios. [12]

Absorption versus variable costing: Distinctive features and income determination Cost-Volume-Profit Analysis: Break-even analysis-algebraic and graphic methods. Contribution / sales ratio, key factor. Margin of safety. Angle of incidence. Determination of cost indifference point. [10]

Decision making: Costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, exploring new market, make or buy, product mix, operate or shut down, seller process further. **Responsibility Accounting:** Concept, Significance, Different Responsibility Centers, Divisional Performance Measurement – Financial Measures. [09]

Text Books

1. Khan, M.Y. and P.K. Jain., "*Management Accounting*", Tata McGraw Hill, Publishing
2. Lal, Jawahar., "*Advanced Management Accounting- Text and Cases*", S. Chand & Co., New Delhi.

References:

1. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
2. Horngreen, Charles T., George Foster and Srikant M. Dattar., "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
3. Kalpan R.S. and Atkinson A.A., "*Advanced Management Accounting*", Prentice Hall India.
4. Anthony, Robert & Reece, et al, "*Principles of Management Accounting*", Richard Irwin Inc.
5. Pandey I.M., "*Financial Management*", Vikas Publishing House, New Delhi.

Note: Latest edition of text book and references must be used.

BS 214 **Tourism Management** **3-0-0-3**

Course Objective

To familiarize students with clear understanding on the fundamentals of Tourism and its allied activities.

Course Content

Development of Tourism Through Ages: Early and Medieval Period of Travel-Modes of Transports and Accommodation, Renaissance and its Effects on Tourism, Birth of Mass Tourism, Development of Modern Transport, Communication and Accommodation Systems, Origin and Concept of Travel Intermediary Business, Old and New Age Tourism. [07]

Tourism and Its Theories: Meaning and Definitions, Characteristics of Tourism, Need for Measurement of Tourism, Interdisciplinary Approaches, Types & Forms of Tourism, Different Tourism Systems- Leiper's Geo-spatial Model, Mathieson & Wall, Crompton's Push and Pull Theory, Stanley Plog's Allo-centric and Psyco-centric Model of Destination Preferences. [08]

Travel Behaviour & Motivations: Origin of Travel Motivation, Meaning of Motivation &Behaviour, Theory of Travel Motivations, Typology of Tourists, Different Travel Motives, Tourist Centric Approach, Leisure Travel Motivations, Tourist Decision-making Process, Lifestyle Pattern, Tourism Mindedness of People, Tourism & Cultural Relationships, Cultural Exchanges, GIT, FIT & Affinity Group Travel, Bilateral & Multilateral Tourism, Relationship between Human Life and Travel, Growth of Social Tourism. [08]

Tourism Industry & Its Linkages: Meaning and Nature of Tourism Industry, Input and Output of Tourism Industry, Tourism Industry Network- Direct, Indirect and Support Services, Basic Components of Tourism -Transport- Accommodation-Facilities & Amenities, , Horizontal and Vertical Integration in Tourism Business, Tourism Business during Liberalization & Globalizations, Positive & Negative Impacts of Tourism. [08]

Tourism Organizations: Roles and Functions of United Nations World Tourism Organization (WTO), Pacific Asia Travel Association(PATA), World Tourism &Travel Council (WTTC) - International Hotel Association (IHA), Ministry of Tourism, Govt. of India, India Tourism Development Corporation (ITDC), Federation of Hotel and Restaurants Associations of India (FHRAI). [08]

Text Books

1. Swain, S.K. & Mishra, J.M. *Tourism Principles & Practices*, Oxford University Press, New Delhi.
2. Bhatia A.K., *International Tourism Management*, Sterling Publishers, New Delhi.

References:

1. Goeldner, C.R. & Brent Ritchie, J.R.*Tourism, Principles*, Practices, Philosophies. John Wiley and Sons, New Jersey.
2. Page Stephen J. Brunt Paul, Busby Graham and Cornell .J. *Tourism: Modern Synthesis*. Thomson Learning. London. U.K.
3. Gee, Chuck Y., James C. Makens,, and Dexter J.L. Choy. *The Travel Industry*, Van Nostrand Reinhold, New York.
4. Michael M. Coltman. *Introduction to Travel and Tourism- An International Approach*, Van Nostrand Reinhold, New York.

Note: Latest edition of text book and references must be used.

Annexure – C

Foreign Language – I	**3-0-0-3**

Offered by School of Liberal Arts

Mody University Elective	**3-0-0-3**

Offered by different Schools of University

BS 251 **Production and Operations Management** **3-0-0-3**

Course Objective

This course introduces the students to the theory and practice of production management as a functional area in the management of business enterprise.

Course Content

Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting.
Plant Location and Utilities: Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control. [07]

Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques. [05]

Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications. [07]

Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement-Time Study.
Quality Control: Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle. [20]

Text Books

1. Aswathappa. K & Bhat, Shridhar. K; *Production and Operations Management*, Himalaya Publishing House, New Delhi.
2. Heizer Jay and Render Barry,"*Production & Operations Management*", Pearson Edu.

References:

1. Goel, B.S; *Production Operations Management*, Pragati Prakashan, Meerut.
2. Adam & Ebert; *Production and Operations Management*, PHI, New Delhi.
3. Buffa & Sarin; *Modern Production/Operation Management*, John Wiley & Sons, New Delhi.
4. *Production/Operations Management*, MS-53 (IGNOU), New Delhi
5. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, "*Production & Operations Management Manufacturing and Services*", Tata McGraw Hill

Note: Latest edition of text book and references must be used.

SECOND YEAR
SPRING SEMESTER
(Semester – IV)

BS 212 **Human Resource Management - II** **3-0-0-3**

Course Objective

To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

Course Content

Industrial Relations: Concept, Importance, Industrial Conflicts and Dispute Settlement Machinery.

Trade Unions: Meaning, Importance of Unionship, Evolution of Trade Union Movement in India, Union Problems, Measures to strengthen Trade Union, Employee welfare and Social security measures. [15]

Collective Bargaining: Concept, Process, Pre-requisites of Collective Bargaining, Collective Bargaining vs. Negotiation Skills. [06]

Grievance Procedure and Discipline: Introduction, Objectives, Essential pre-requisites of Grievance procedure, Disciplinary procedure. [08]

Employee Participation: Objectives, Forms of Employee Participation.
International HRM: Dimensions, Domestic HRM and International HRM, Basic steps in HRM, the expatriate problem. [10]

Text Books

1. Rao, V.S.P.; *Human Resource Management*, Excel Books, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management",* Wiley, India.

References:

1. Aswathappa; *Human Resource Management*, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; *Human Resource Management and Industrial Relations*, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B.and Gankar, S. V.; *Personnel Management*, Himalaya Publishing House, New Delhi.
4. Dessler Gary; *Human Resource Management*, Pearson Education, New Delhi.
5. Mondy, A. W. and Noe, R. M., "*Human Resource Management",* Pearson Education.

Note: Latest edition of text book and references must be used.

BS 222 **Business Research** **3-0-0-3**

Course Objective

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business research.

Course Content

Nature and Scope of Business Research: Role of Business Research in decision making. Applications of Business Research. The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Business Research problem. [10]

Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India) [07]

Primary Data Collection: Survey Vs. Observations. Comparison of selfadministered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniquespaired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design. [12]

Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, One way ANOVA. Introduction to theoretical concept of Factor Analysis and Discriminant Analysis. [10]

Text Books

1. Cooper & Schindler, "*Business Research Methods*", McGraw-Hill Education
2. Aaker, Kumar, Day, " *Marketing Research*", Wiley

References:

1. Zikmund, Babin& Carr, "*Business Research Methods"*, South-Western.
2. Churchill, "*Marketing Research: Methodological Foundations*", Cengage Learning
3. NareshMalhotra, "*Marketing Research*", Pearson
4. Deepak chawla and Neena Sondhi, "*Research Methodology"*

Note: Latest edition of text book and references must be used.

BS 232 **Financial Management – I** **3-0-0-3**

Course Objective

The objective of this course is to inform the students about the basic concepts offinancial management and contemporary theory and policy in order to master the concepts, theories and technique of financial management.

Course Content

Financial Management: Meaning, Concept and objectives, Scope and functions, understanding markets and changing Environment of Business, Finance and other discipline.

Financial Decisions: Long-term financing, Short-term Financing, Term Financing, Venture capital. [07]

Capital Structure: Theories—Net Income, Net Operating Income, Modigliani-Miller Approach and Traditional Approach, Determinants of Capital Structure. [10]

Financial Analysis through Leverages: Operating and financial leverages, their measure, Effects on profit, analyzing alternate financial plans, combined financial and operating leverages, Indifference point. [08]

Analysis of Financial Statements: Techniques of Financial Analysis, Ratio analysis, Funds-Flow Analysis, Cash Flow Analysis.

Management of Working Capital: Nature and Significance of working capital, Operating cycle and factors determining Working Capital requirements, Estimation of Working Capital. [14]

Text Books

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems,* Tata McGraw Hill
2. Pandey, I M. *Financial Management,* Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, "*Fundamentals of Financial Management",* Pearson Education
2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, "*Corporate Finance",* Tata McGraw Hill
3. Srivastava, Rajiv, and Anil Mishra, "*Financial Management",* Oxford University Press, UK
4. Sharma, G.L., and Y.P. Singh., "*Contemporary issues in Finance and Taxation",* Academic Foundation Delhi
5. Chandra, P., "*Financial Management-Theory and Practice",* Tata McGraw Hill

Note: Latest edition of text book and references must be used.

BS 242 **Computer Applications in Business** **3-0-0-3**

Course Objective

To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

Course Content

Introduction: Introduction to Computer-Characteristics of Computers, The Computer System, Parts of Computers); Computer H/W Setup, Configuration, Networking, Mobile H/W Device and types wireless Networking; Operating System- Introduction to Operating Systems, An overview of various Computer & Mobile OS & Application (UNIX / Linux, DOS, Windows, Android, windows mobile, iOS Like), Features of latest Windows Operating Systems & its Management & Networking (Installation, backup, security, User control), Usage of payment gateways. [08]

Introduction to essential tools: Introduction to facilities & commonly used features of:

a) **Word:** Working with word document, Inserting, filling and formatting a table, Mail Merge including linking with Access Database, Creating Macros -Sending E-mail from Word Import / Export of files Converting Word Document to Web Document, PDF files Hyperlinks; OLE Security features in MS-Word - Protection of Documents - Password for Documents - Checking for viruses in macros, referencing, creating bibliography, manage sources and citations, review documents.

b) **PowerPoint:** Preparing Presentations,Slides,Handouts,Speaker's Notes - Outlines - Media Clips - Charts – Graphs, Adding the Transitions to the Slide Show - Special effects in detail, - Setting Slide timings.

c) **Excel:** Creating a work book, Rearranging Worksheet, Organizing Charts and graphs, Ranges and Functions & Formulae: Mathematical, Statistical Financial Functions such as NPV (Net present value), Future value, IRR (Internal Rate of Return), EMI (Equated Monthly Installments, Compounding Yearly, periodic and monthly) - Auto Calculate Using Names in a Formula, Formula Editing, Macros, Consolidation of Data & Data Analysis - Sorting List, Filter & More Filtering Techniques - Consolidate data in multiple worksheets - What-if analysis, Goal Seek Scenario Manager, Solver, Lookup Function - Sub Totals, Nested-IF, Statistical Analysis; Data Validation & Protection - Create a drop-down list from a range of cells - Apply data validation to cells - Copy data validation setting, remove data validation - Find cell that have data validation, protect cell data, using password to protect sheet and workbook. - Use validation to create dependent list; Pivot table Reports & Pivot Chart Reports. [12]

Using MS Excel for Data Analysis & Reporting Features:

Using spreadsheet for following purposes and making reports:

- Loan & Lease statement
- Ratio Analysis.
- Payroll statements
- Capital Budgeting
- Depreciation Accounting
- Graphical representation of data
- Frequency distribution and its statistical parameters
- Correlation and Regression [10]

RDBMS Concepts & Access: RDBMS Concepts, Terminology, Models - RDBMS, Data

Modelling using ERD, DB Design using Normalization; Access Creating Databases & Tables – An Introduction; Event Handling & Report Generation; Using Macros; Using Queries through Case Study.

Structured Query Language (SQL): Introduction to Data Definition Language Statements & Data Manipulation Language Statements (Creating Tables, Selecting Data, Inserting Data, Updating Records, Dropping a Table, Querying Database, Aggregating Data, Grouping, Ordering Data, Joining Tables etc.) & Case Studies.

CAAT Tools: Capabilities & Importing Data from Accounting & other Application Systems - An Introduction; Analytical Reports, Duplicates/ Gaps. Sorting & Charting; Stratification, Summarization, Statistics & Aging - An Introduction; Sampling, Macros and Audit Trail. [09]

Text Books

1. Rajaraman, V., *Introduction to Information Technology*, PHI.
2. Hall, J.A., "*Accounting Information System"*, South-Western College Publishing.

References:

1. Boockholdt, J.L., "*Accounting Information System: Transaction Processing and Control"*, Irwin Mcraw-Hill.
2. Gelinas, Ulric J., and Steve G. Sutton, *Accounting Information System*, South Western Thomson Learning.

Note: Latest edition of text book and references must be used.

Foreign Language – II 3-0-0-3

Offered by School of Liberal Arts

Mody University Elective 3-0-0-3

Offered by different Schools of University

BS 252 **Business Ethics and Corporate Governance** **3-0-0-3**

Course Objective

The main objective of this course is to provide students with the basic skills concerning business ethics, governance and corporate social responsibility. Additionally, students should understand the role of ethics, corporate responsibility and sustainability in business activities and evaluate business practices in these fields.

Course Content

Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories **Indian Management Ethos** : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[12]
Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders, Whistle- Blower Policies, Ombudsman.	[08]
Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.
2. Balasubramanian, N., "*Corporate Governance and Stewardship*", Tata McGrawHill, New Delhi

References:

1. Mallin, Christine A., *Corporate Governance (Indian Edition*), Oxford University Press, New Delhi.
2. S.A. Sherlekar, *Ethics in Management*, Himalaya Publishing House, 2009
3. Beeslory, Michel and Evens, *Corporate Social Responsibility*, Taylor and Francis,
4. Bob Tricker, *Corporate governance- Principles, policies and practices*, Oxford University Press.
5. W.H. Shaw, *Business Ethics*, Cengage Learning.

Note: Latest edition of text book and references must be used.

THIRD YEAR
AUTUMN SEMESTER
(Semester – V)

BS 311 **International Business** **3-0-0-3**

Course Objective

An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

Course Content

Introduction: Nature of International Business, Need to study, Drivers of IB, IB vs. Domestic Business, Routes of Globalization, Multinational Corporations.	[06]
Theories of Global Trade and Investment: Foreign Trade Policies, Trade Theories, Foreign Direct Investment—Basic concepts, FDI in India.	[07]
Political Environment—Democracy, Totalitarianism, Political Risk. **Legal Environment**—Systems of Law, International Disputes Resolution, Areas of Concern for MNCs. **Technological Environment**—Features of Technology, Impact of Technology, Implications for MNCs, Issue of Technology Transfer. **Cultural Environment**—Nature, Elements of Culture and their implications for IB **Economic Environment and International Financial Management:** Income-wise classification of countries, Economic Systems, Trade Barriers. International Financial Management— Nature, FOREX Management, Balance of Payments, International Financial Markets, Role of International Financial Institutions—IMF, WB. **Major Regional Trading Institutions and Groups:** WTO, SAARC, ASEAN, EU, OPEC.	[15] [11]

Text Books

1. Aswathappa, K.; International Business, Tata McGraw Hill, New Delhi.

References:

1. Cherunilam, Francis; *International Business*; Prentice Hall India, New Delhi.
2. Daniels, John D., Lee H. Radebaugh, Daniel P. Sullivan; *International Business*, Pearson Education, New Delhi.
3. Hill, Charles W. L.; *International Business*, Tata McGraw Hill, New Delhi.
4. Vyuptakesh Sharan, *International Business*, 3rd Edition, Pearson Education in South Asia, New Delhi.

Note: Latest edition of text book and references must be used.

BS 321 **Quantitative Techniques for Management** **3-0-0-3**

Course Objective

To apprise students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course Content

Introduction: Meaning, Scope, Origin, Uses, Limitations and Techniques.
Linear Programming: Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method and Simplex method. [09]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. **Assignment Model:** Assignment problem as a variant of transportation problem, Methods of solving assignment problems. **Game Theory:** Game models, Two player zero sum game, payoff matrix, pure and mixed strategy, Method of Saddle point for pure strategy, Algebraic method for mixed strategy with 2 x 2 Pay-off; Dominance method, Graphical Techniques. [10]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. **Decision Making:** Decision making under Risk and Uncertainty, Pay-off table, Decision rules, Decision Tree. **Replacement Problems:** Types of Replacement situations, Group Replacement Policy. [10]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. **Simulation:** Process of simulation, Monte Carlo technique, Advantages and Disadvantages, Applications in queuing and Inventory problems. [10]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "*Quantitative Techniques*", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BS 331 **Financial Management – II** **3-0-0-3**

Course Objective

The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

Course Content

Capital Budgeting: Nature of Investment decisions, Identifying relevant cash flows, cash flows vs. accounting profit investment, Evaluation criteria, Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, NPV and IRR comparison, Project selection under capital rationing. [10]

Cost of Capital: Significance of cost of capital, Calculating cost of debt, Preference shares, equity capital and retained earnings, Combined (weighted) cost of capital.
Dividend Policy Decision: Dividend and Valuation Theories. [09]

Management of Cash: Introduction, objectives of cash management, motives for holding cash, Cash management techniques and models.
Management of Receivables: Introduction, objectives, Credit policies Credit terms and collection policies. [10]

Management of Inventory: Introduction, objectives and techniques of inventory management.
Marginal Costing and Managerial Techniques: Meaning, Difference between marginal costing and absorption costing method, Break Even Analysis (with Break even chart and Indifference point). [10]

Text Books

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems*, Tata McGraw Hill
2. Pandey, I M. *Financial Management*, Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, "*Fundamentals of Financial Management*", Pearson Education
2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, "*Corporate Finance*", Tata McGraw Hill
3. Srivastava, Rajiv, and Anil Mishra, "*Financial Management*", Oxford University Press, UK
4. Sharma, G.L., and Y.P. Singh., "*Contemporary issues in Finance and Taxation*", Academic Foundation Delhi
5. Chandra, P., "*Financial Management-Theory and Practice*", Tata McGraw Hill

Note: Latest edition of text book and references must be used.

BS 371 **Retail Management** **3-0-0-3**

Course Objective

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Content

Introduction: Introduction to retailing, definition, characteristics, Evolution of retailing in India, Retailing in India, Emerging trends in retailing, Factors Behind the change of Indian retail industry. [11]

Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix and Non- traditional selling; Store Planning: Design and Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management. [15]

Retail Marketing: Advertising and Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing; Retail Merchandising: Buying function, Markups and Markdown in merchandise management, shrinkage in retail merchandise management. [12]

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing; Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security. [14]

Text Books

1. Harjit Singh, "*Retail Management*", S. Chand Publication, New Delhi
2. Berman and Evarv, "*Retail Management*", Prentice Hall

References:

1. Gibson G Vedamani, "*Retail Management: Functional principles and practices*", Jaico Publishing House
2. Cullen and Newman, "*Retailing – Environment and Operations*", Cengage Learning EMEA
3. Bajaj, Tuli and Srivastava, "*Retail Management*", Oxford University Publications

Note: Latest edition of text book and references must be used.

BS 351 **Financial Institutions and Markets** **3-0-0-3**

Course Objective

The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Content

Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade;RBI and Functions, Role of RBI as a central banker; Products offered by Banks and Financial Institutions (FI), Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs. [08]

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary and secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks. [11]

Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between Standing Committee on Academic Matters dated 20.08.2018 Annexure No.-56 Bachelor of Management Studies University of Delhi 31 NSE and BSE, Raising of funds in International Markets: American Depositary Receipt (ADRs) and global depositary receipt (GDRs), foreign currency convertible bond (FCCB) and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE and NSE. [10]

Money Markets and Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of Securities Trading Corporation of India (STCI) and Discount and Finance House of India (DFHI) in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Oversubscription and devolvement of [10]

Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds.

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "*Quantitative Techniques*", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BS 361 **Business Policy and Strategy** **3-0-0-3**

Course Objective

To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Course Content

Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement. [10]

Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis. [10]

Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions. [10]

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance. [09]

Text Books

1. J.A. Pearce & R.B. Robinson : "*Strategic Management formulation implementation and control*", TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : "*Crafting and executing strategy*", TMH

References:

1. Gerry Johnson & Kevan Scholes, "*Exploring corporate strategies*", PHI
2. Upendra Kachru, *Strategic Management*, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland, "*Strategic Management –Concepts and Cases*", McGraw-Hill Companies
4. Lawrence R. Jauch & William F. Glueck: *"Business Policy and Strategic Management"* (Mcgraw Hill Series in Management).

Note: Latest edition of text book and references must be used.

THIRD YEAR
SPRING SEMESTER
(Semester – VI)

BS 312 **E-Commerce** **3-0-0-3**

Course Objective

The objectives of the course is to introduce the concept of electronic commerce, and to understand how electronic commerce is affecting business enterprises, governments, consumers and people in general

Course Content

Introduction to E-commerce: Meaning and concept, Need for E-commerce, Classification of E-commerce, Electronic vs. Traditional commerce, E-commerce and E-business, Business applications of E-commerce, E-commerce as an electronic trading System, Special features.
Network Infrastructure and Protocol: LAN, Ethernet, WAN, Internet, TCP/IP, DNS, FTP, E-mail, WWW server, Web Browser, HTTP. [10]

Electronic Payment System: Introduction, Online Payment System, Prepaid electronic payment system, post paid electronic system, E-cheques, Debit and Credit Cards, Smart Cards, E-purses. Credit and legal risk of e-payment system.
Website Design: Role of website in B2C E-commerce, website strategies and web-site design principles, Push and pull technologies, Alternative methods of customer communication. [11]

Business to Business E-Commerce: Need and alternative of B2B E-commerce, Technologies, EDI and paperless trading, EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, Features of EDI service arrangements, Internet-based EDI. [10]

Securing Network Transaction: Security policy, Procedures and practices, Transaction Security, Fireball, Cryptography Algorithm, Public Key Algorithm, Authentication Protocol, Digital Signature, Site Security, E-Mail Security. [08]

Text Books

1. Bharat Bhasker, "*Electronic Commerce*", TMH, New Delhi

References:

1. David Whiteley, "*E-Commerce*", TMH, New Delhi
2. Chandra T N, R.K. Suri, Sanjiv Verma, "*E-Commerce New Vistas for Business*",Dhanpat Rai & Co., New Delhi
3. Jim A. Carter, "*Developing E-Commerce Systems*", PHI, New Delhi

Note: Latest edition of text book and references must be used.

BS 322 **Project Management** **3-0-0-3**

Course Objective

To enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project.

Course Content

Introduction: Objectives of Project, monitoring and control of investment projects, role of strategic resource allocation, identification of investment and project ideas. Feasibility / viability analysis. [07]

Project Preparation: Marketing and demand analysis, Technical feasibility,; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects. [11]

Project appraisal/selection: Business criterion of growth by: Investment critieria, Project risk analysis ,social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate. [11]

Issues in Project Planning and Management: Networking techniques for Project Management: PERT and CPM, Project Review and Adminsitrative Aspects. [10]

Text Books

1. Chandra. Prasanna, "*Projects Planning.Analysis, Selection,Financing, Implementation, and Review",*McGraw Hill.
2. Gray, Clifford .F. *Project Management.* McGraw Hill.

References:

1. Gopalakrishnan. P. and.Ramamurthy, V.E., "*Text Book of Project Management*", Macmillan India Ltd.
2. JyotsnaBapat, "*Development Projects and critical theory of Environment*", Sage Publication, New Delhi.
3. John M. Nicholas, "*Project Management for Business and technology:Principles and Practice*", Pearson Prentice Hall, New Delhi.
4. David I. Cleland, "*Project Management: Strategic Design andimplementation"*, McGraw Hill Inc.

Note: Latest edition of text book and references must be used.

BS 332 **Basics of Taxation** **3-0-0-3**

Course Objective

To acquaint the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.

Course Content

Basic Concepts: Definitions, Basis of Charge, Residential Status, Scope of Total Income - Exempted income
Heads Of Income: Income from Salaries, Income from House property, Income from Business or Profession, Capital gains, Income from other sources. [15]

Total Income: Deemed income, Set off and Carry forward of losses Deductions from Gross Total Income, Assessment of Individual, Tax Deducted at Source, E-filing of return. [07]

Central Excise and Customs: (a) Nature and Scope of Central Excise, Important Terms and Definitions under the Central Excise Act and related rules, General Procedure, CENVAT.
(b) Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act 1975 and the related Rules. [06]

Central Sales Tax Act, 1956 and VAT: (a)Important terms and definitions under Central Sales Tax Act, 1956—Nature and Scope of Central Sales Tax Act, Provisions relating to inter-state sales, Sales inside a State, Sale/Purchase in the course of Import and Export out of India.
(b) Meaning and need of VAT and related rules
Service Tax: Formation and functions of DGST, Existing schemes for levy, assessment & collection of service tax and related rules [11]

Text Books

1. Singhania, V.K. *Student Guide to Income Tax*. Taxmann Publications Pvt. Ltd.
2. Ahuja Girish and Gupta Ravi: *Practical approach to Income Tax*, Wealth Tax and Central Sales Tax; Bharat Law House Pvt. Ltd., New Delhi.

References:

1. Ahuja& Gupta. Simplified Approach to *Income Tax Flair*, Publications Pvt. Ltd.
2. Mahesh Chandra &Shukla, D.C. *Income Tax Law & Practice* Pragati Publications.
3. Goyal, S.P. *Tax Planning and Management*. SahityaBhawan Publications.

Note: Latest edition of text book and references must be used.

BS 342 **Rural Marketing** **3-0-0-3**

Course Objective

The main objective of this programme is to develop a strong foundation of applied knowledge, concepts, approaches and analytical-skills in the participants for successful marketing of products and services to rural consumers and users.

Course Content

Rural Marketing: Importance, Nature and Scope; Rural vs Urban Marketing; Definition of Rural Area **Understanding Rural Marketing Environment:** Geographical, Economic, Socio-Cultural and Infrastructural Factors and their Influence on Marketing Operations	[11]
Rural Consumer: Characteristics, Attitudes and Behaviour; Buying Patterns and Influences; Segmenting Rural Markets	[06]
Rural Marketing Strategies: Product Planning for Rural Markets, Quality and Size; Packaging and Branding Decisions; Pricing Decisions **Promotion and Distribution in Rural Markets:** Media and Copy Decisions; Distribution Channels and Logistics in Rural Markets	[13]
Marketing of Agricultural Products: Pricing and Distribution of Agricultural Products; Role of Government and Organisations in Marketing of Agricultural Products; Co-operative Marketing; Problems in Agricultural Marketing	[09]

Text Books

1. Kashyap, P.: "*Rural Marketing*"; Pearson, New Delhi.
2. Krishnamacharyulu, C. S.: "*Rural Marketing – Text and Cases*"; Pearson, New Delhi.

References:

1. Dogra, B. and Ghuman, K.: "*Rural Marketing – Concepts and Practices*"; TMH, New Delhi.
2. Ramkishen, Y.: "*New Perspectives in Rural and Agricultural Marketing*"; Jaico Publishing House, New Delhi.
3. Rajagopal: "*Management of Rural Business*" Wheeler Publications, New Delhi.
4. Neelameghan S. "*Marketing in India: Cases and Readings*"; Vikas Publishing House, New Delhi.
5. Gopalaswamy T. P."*Rural Marketing*"; Wheeler Publishers, New Delhi.

Note: Latest edition of text book and references must be used.

BS 352 **Event Management** **3-0-0-3**

Course Objective

The purpose of this course is to acquire an in-depth knowledge about the specialized field of "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.

Course Content

Introduction to MICE: Components of MICE; evolution of meetings; incentives, convention and expositions. [07]

Conference Market: The nature of conference markets; the demand for conference facilities; role of travel agencies in the management of conferences. [07]

Meeting: Meeting planner/convention manager; organizing and planning meetings; major attributes of meeting planners; types of meeting planners; types of shows. [09]

IT Impact: Advancement of science and technology on conference business; trade shows; exhibitions; incentives. [08]

Impact of Events: The impact of conventions on local and national communities. emerging dimensions of convention business in India. ICBP. [08]

Text Books

1. Fenich, G.G. "*Meetings, Expositions, Events and Conventions- An Introduction to the Industry"*. New Delhi: Pearson/Prentice Hall.

References:

1. Montgomery, R.J. and Strick, S.K., "*Meetings Conventions and Expositions- An Introduction to the Industry"*. New York: Van Nostrand Reinhold.
2. Weirich, M.L. (1992). "*Meetings and Conventions Management"*. New York: Delmar Publishers Inc.

Note: Latest edition of text book and references must be used.

BS 362 **Investment Analysis and Portfolio Management** **3-0-0-3**

Course Objective

The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Content

Introduction to Investment Environment: Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives **Capital Market in India:** Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks	[10]
Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Theories: Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.	[10]
Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix, Portfolio Construction: Markowitz, Sharpe-Single Index, and Multiple factor Model	[10]
Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line. **Portfolio Performance Measurement:** Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems). Mutula Funds : Test Run ..	[09]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management"*, Tata McGraw Hill.
2. Pandiyan, Punithavathy, "*Security Analysis and Portfolio Management"*, Vikas Publications

References:

1. Fischer, D.E. and Jordan, R.J, "*Security Analysis and Portfolio Management*", Pearson Education
2. Sharpe, W.F., "Alexander, G.J. and Bailey, J, "*Investments*", Prentice Hall of India
3. Singh, R., "*Security Analysis and Portfolio Management*", Excel Books
4. Frank K Reilly and Keith C Brown, "*Investment Analysis and Portfolio Management*", Cengage India Pvt. Ltd.

Note: Latest edition of text book and references must be used.

Annexure – C

MODY UNIVERSITY OF SCIENCE & TECHNOLOGY

(State University u/s 2/f of UGC Act 1956)

Curriculum Structure, Course Description, Text Books and References

of

MBA (Integrated)

(2019-20 Batch onwards)

Programme: MBA (Integrated)

Programme Level: Undergraduate **Duration:** Five Years (Ten Semesters)

Main objectives of the new programmes are -

- To provide in-depth knowledge to the students in a specific business area
- To keep pace with the changing environment
- To enhance the quality of placement for the students
- To help them in choosing their area of specialization when pursue higher studies in future

BBA (MARKETING)

BBA with Marketing specialization is a 3-year undergraduate programme which aims at teaching students the basic and the most important marketing skills to promote, firms, products and brands, and prepares them for the industry environment.

BBA (HUMAN RESOURCE MANAGEMENT)

BBA with Human Resource Management specialization is a 3-year undergraduate programme which aims at teaching students the skills to ensure that a company's most important asset—its human capital—is being nurtured and supported through the creation and management of programs, policies, and procedures, and by fostering a positive work environment through effective employee-employer relations.

BBA (FINANCIAL SERVICES)

BBA with Financial Services specialization is a 3-year undergraduate programme which aims at teaching students the various nuances of finance, investments, risks and other financial products.

BBA (TOURISM MANAGEMENT)

The BBA (Tourism Management) programme exposes students to the different aspects of tourism and travel industry. Industrial tie-ups would provide a platform for practical training of the students, so that they can be more confident to perform their jobs and can be an asset to their organisations.

The curriculum of the first two years of the above programs have been aligned with the curriculum of the first two years of the revised BBA programme.

In the third year, student would be free to choose any six elective courses from one of the four Discipline Specific Electives (DSE's) viz. Marketing Management, Human Resource Management, Financial Services and Tourism Management.

The first batch of the programme in MUST is proposed to be admitted in the session 2019-2020.

Input Qualification:

Candidate should have passed 10+2 from a recognized Board with proficiency in English.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

Annexure – C

MBA (Integrated)

Programme Level: Undergraduate **Duration:** Five Years (Ten Semesters)

Five-Year Programme

Academic Curriculum (2019-20 onwards)

First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	BS 111	Evolution of Indian Business	3	-	-	3	3	25	25	50
	BS 121	Principles of Management	3	-	-	3	3	25	25	50
	BS 131	Microeconomics	3	-	-	3	3	25	25	50
	BS 141	Statistics for Business Decisions	3	-	-	3	3	25	25	50
	Ability Enhancement Compulsory Courses									
	MDC 003	Environmental Studies	3	1	-	4	3	25	25	50
	Generic Course									
	BS 151	Business and Corporate Laws	3	-	-	3	3	25	25	50
		Sub Total	**18**	**1**	**-**	**19**				
	GE 103	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	BS 112	Organisational Behaviour	3	-	-	3	3	25	25	50
	BS 122	Macroeconomics	3	-	-	3	3	25	25	50
	BS 132	Marketing Management – I	3	-	-	3	3	25	25	50
	BS 142	Business Accounting	3	-	-	3	3	25	25	50
	Ability Enhancement Compulsory Courses									
	BC 152	Business Communication	3	-	-	3	3	25	25	50
	Generic Course									
	BS 152	Enterpreneurship Development	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 104	Proficiency (Non-Credit) #				1				

Annexure – C

MBA (Integrated)
Five-Year Programme
Academic Curriculum (2019-20 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	BS 211	Marketing Management – II	3	-	-	3	3	25	25	50
	BS 221	Human Resource Management – I	3	-	-	3	3	25	25	50
	BS 231	Management Accounting	3	-	-	3	3	25	25	50
	BS 261	Financial Management – I	3	-	-	3	3	25	25	50
	Skill Enhancement Compulsory Courses									
		Foreign Language-I#	3	-	-	3	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	BS 251	Production and Operations Management	3	-	-	3	3	25	25	50
		Sub Total	**21**	**-**	**-**	**21**				
	GE 203	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	BS 212	Human Resource Management – II	3	-	-	3	3	25	25	50
	BS 222	Business Research	3	-	-	3	3	25	25	50
	BS 262	Financial Management – II	3	-	-	3	3	25	25	50
	BS 242	Computer Applications in Business	3	-	-	3	3	25	25	50
	Skill Enhancement Course									
		Foreign Language-II#	3	-	-	3	3	25	25	50
		Mody University Elective*	3	-	-	3	3	20	-	80
	Generic Course									
	BS 252	Business Ethics and Corporate Governance	3	-	-	3	3	25	25	50
		Sub Total	**21**	**-**	**-**	**21**				
	GE 204	Proficiency (Non-Credit) #				1				

Annexure – C

MBA (Integrated)
Five-Year Programme
Academic Curriculum (2019-20 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	BS 311	International Business	3	-	-	3	3	25	25	50
	BS 321	Quantitative Techniques for Management	3	-	-	3	3	25	25	50
	BS 361	Business Policy and Strategy	3	-	-	3	3	25	25	50
		Elective – I	3	-	-	3	3	25	25	50
		Elective – II	3	-	-	3	3	25	25	50
		Elective – III	3	-	-	3	3	25	25	50
	BS 341	Summer Internship Project**	-	-	-	6	-	-	-	100
		Sub Total	**18**	**-**	**-**	**24**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	BS 312	E-Commerce	3	-	-	3	3	25	25	50
	BS 322	Project Management	3	-	-	3	3	25	25	50
	BS 332	Basics of Taxation	3	-	-	3	3	25	25	50
		Elective – IV	3	-	-	3	3	25	25	50
		Elective – V	3	-	-	3	3	25	25	50
		Elective – VI	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
		Total Credits	**114**	**1**	**-**	**121**				
	GE 306	Proficiency (Non-Credit) #				1				

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE*** *: End Term Examination*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

**The university offers CBCS (Mody University Elective)which a student require to select any one in one in autumn and one in spring second year.*

***A student will go for Summer Internship after Second year and Evaluation of Summer Internship Project would comprise of Report and Viva-voce.*

Annexure – C

DISCIPLINE SPECIFIC ELECTIVE COURSE[@] : A Student would be free to choose any Six papers from ONE group. The COURSE offers **FOUR** groups viz. Finance (DSE - I), Marketing (DSE - II) and Human Resource (DSE - III)			
S.No.	**Financial Services (DSE-I)**	**Marketing (DSE-II)**	**Human Resource (DSE-III)**
1.	**FS 311:** International Finance	**MK 311:** Advertising and Brand Management	**HR 311:** Recruitment and Selection
2.	**FS 321:** Investment Banking and Financial Services	**MK 321:** Retail Management	**HR 321:** Performance Management
3.	**FS 331:** Investment Analysis and Portfolio Management	**MK 331:** Marketing of Services	**HR 331:** Labour Legislation
4.	**FS 341:** Strategic Fianancial Management	**MK 341:** International Marketing	**HR 341:** Training and Development
5.	**FS 312:** Financial Institutions and Markets	**MK 312:** Personal Selling and Sales Force Management	**HR 312:** Strategic HRM
6.	**FS 322:** Tax Planning	**MK 322:** Rural Marketing	**HR 322:** Cross Cultural HRM
7.	**FS 332:** Derivatives and Risk Management	**MK 332:** Distribution and Supply Chain Management	**HR 332:** Talent and Knowledge Management
8.	**FS 342:** Business Analysis and Valuation	**MK 342:** Customer Relationship Management	**HR 342:** Negotiation Skills for Managers

[@] *A(n) discipline/elective course shall be offered only when a minimum of 10 students opt for it*

FIRST YEAR
AUTUMN SEMESTER
(Semester – I)

BS 111 **Evolution of Indian Business** **3-0-0-3**

Course Objective

To understand the irreducible complexity of organizing business in society and to highlight the importance of strategic decisions by business actors in response to changing business context.
The study the business history in India provides an engaging account of the business methods and families that makes Indian business what it is today.

Course Content

Indian business at the time of colonization: Early colonial rule and the fate of indigenous merchants in different parts of India. The origins of Agency houses and their failure in Calcutta in early nineteenth century, Indian partners and early entrepreneurial initiatives, The maturation of the managing agency system and their decline in the twentieth century. [07]

The Rise and Maturation of Indian Industry: The rise of Indian industry in Western India—profits from opium trade and the rise of cotton textile industry in the second half of the nineteenth century, British dominance of industry in Eastern India, Multinationals, Agency houses and rise of Marwari industrialists in Eastern India in the early twentieth century, The impact of two World Wars and the Great Depression on the rise of Indian industry, Swadeshi enterprises and other challenges to British domination of business. [07]

Indigenous capital and the bazaar economy: Between traditional subsistence economy and the modern European enclave economy, Traditional commission agencies (arhat) and financial instruments (hundi). The cotemporary relevance of the concept of the bazaar economy, Dominant business communities in colonial India—Parsees, Marwaris and Nattukottai Chettiars. [08]

Independent India and the planning period: The conceptual division of the economy into sectors and the place of private industry in economic planning, Growth of traditional big business groups during the Nehru era, Development of capitalism, The story of powerloom, The external environment -Sterling balances controversy and the loss of access to capital for investment in the early plan period. The restrictions on private business in late 1960s through 1970s and business response. [09]

Alternative models of business success: Case studies - Amul and the cooperative model, Maruti and the state-initiated revolution in the automobile market, Industrial cluster in the Tiruppur area, Evolution of Indian business groups in the post-reforms era, The salience of family business, The rise of new industrial elites, Trends in industrial concentration, History of the software industry. [08]

Text Books

1. Tripathi Dwijendra and Jumani Jyoti, *"The Concise Oxford History of Indian Business"*, 1st Edition, Oxford University Press, India.

References:

1. Piramal Gita, *"Business Maharajas"*, Penguin India.
2. Tripathi Dwijendra and Jumani Jyoti , *"The Oxford History of Contemporary Indian Business"*, Oxford University Press.
3. Kudaisya M (ed), *"The Oxford India Anthology of Business History"*, Oxford University Press, New Delhi.

Note: Latest edition of text book and references must be used.

BS 121 **Principles of Management** **3-0-0-3**

Course Objective

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Content

Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management. [08]

Planning: Types of Plan, Objectives of Planning, Planning process, SWOT, **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making. [12]

Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing. [12]

Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control. [07]

Text Books

1. Koontz, H. and Weihrich, H. "*Essentials of Management"*, Pearson Education.
2. Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi

References:

1. Luthans, F., "*Introduction to Management"*, McGraw Hill.
2. Robbins, S. and Coulter, M."*Management"*, Pearson Education.
3. Drucker P. F., "*Practice of Management"*, Mercury Books, London.
4. Griffin, R.W. "*Management Principles and Application"*, Cengage Learning
5. Louis, A.Allen. "*Management and Organization"*, Mc Graw Hill, Tokyo.

Note: Latest edition of text book and references must be used.

BS 131 **Microeconomics** **3-0-0-3**

Course Objective

To acquaint the students with the concepts of microeconomics dealing with consumer behaviour and producer behaviour and also understand the behaviour of firms under different market structures

Course Content

Consumer Behaviour and Elasticity of Demand: Basic demand and supply analysis; Elasticity of demand: price, income and cross elasticity, point elasticity and arc elasticity, marginal revenue, average revenue and price elasticity of demand; Ordinal utility analysis of consumer behaviour: Budget line and indifference curve, consumer equilibrium. Income consumption curve and Engel curve, Price consumption curve and derivation of demand curve, Income and Substitution Effects of a price change; Consumers' Surplus; Revealed Preference theory. [08]

Production and Cost: Total, average and marginal product curves, Three stages of production, Production isoquants, marginal rate of technical substitution, economic region of production, Isocost lines, optimal combination of resources, the expansion path, returns to scale; **Cost of Production** - Concept of explicit costs, implicit costs and opportunity costs of production, derivation of short run and long run cost curves. Economies and Diseconomies of scale and the shape to the long run average cost. Learning curve and economies of scope. [12]

Perfect Competition: Assumptions, Equilibrium of the firm and the industry in the short run, Supply curve of firm and industry in the long run. Consumers' and Producers' Surplus and the efficiency of perfect competition. Welfare effects of an excise tax. [06]

Imperfect Competition: Monopolistic competition - price and output decision in the short run and long run, monopolistic competition and economic efficiency.

Monopoly: Monopoly short run and long run equilibrium. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. Comparison of pure competition and monopoly and the social costs of monopoly power including deadweight loss. Degree of price discrimination.

Oligopoly and Interdependence: Cournot's duopoly model (with reaction curves), kinked demand curve model, dominant firm price-leadership model, centralized cartels. [13]

Text Books

1. Dwivedi, D. N., " *Principles of Economics*", Vikas Publishing House New Delhi.
2. Deepashree, "*Microeconomics-Theory & Applications"*, Mc Graw Hill, New Delhi.

References:

1. Salvatore, Dominick, "*Principles of Microeconomics"*, Oxford International Student Edition.
2. Gould, J.P., and Lazear, E.P., "*Microeconomic Theory"*, All India Traveller Bookseller, New Delhi.
3. Pindyck, R.S., D. L. Rubinfeld and Mehta, P. L., "*Microeconomics"*, Pearson Education.
4. Koutsoyiannis A., "*Modern micro-economics*", Macmillan New Delhi.
5. Stigler, G., "*The Theory of price*", Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

BS 141 **Statistics for Business Decisions** **3-0-0-3**

Course Objective

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making.

Course Content

Introduction to Statistics: Meaning, Definition, Scope, uses and limitations of statistics, Collection of primary and secondary data, Classification and tabulation of data, Graphs of frequency distribution and Curves. **Measures of Central Tendency** - arithmetic mean, geometric mean and harmonic mean. Median and Mode (and other partition values including quartiles, deciles, and percentiles). [10]

Measures of Dispersion: absolute and relative, Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance. **Moments** - Calculation and significance,Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis. [09]

Correlation Analysis - Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; Rank Correlation **Regression Analysis** - Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression. [13]

Index Numbers: Meaning and uses of index numbers. Construction of index numbers: fixed and chain base: univariate and composite. Aggregative and average of relatives – simple and weighted, Tests of adequacy of index numbers, Base shifting, splicing and deflating, Problems in the construction of index numbers, Construction of consumer price indices. Important share price indices, including BSE SENSEX and NSE NIFTY. [07]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hill New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods",* Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business"*, Cengage Learning.

Note: Latest edition of text book and references must be used.

MDC 003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:
i) Cultural Basics of our Environmental Crisis:
ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:
i) What has posterity ever done for me?
ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides.

Suggested Case Studies:
i) The tragedy of commons:
ii) We all live in Bhopal
iii) The Silent Spring; [06]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in

India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply [06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.

Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it. [06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
e. **Judicial activism** [11]

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district [04]

Text Books

1. Cunningham William P. Saigo B Woodworth, *Environmental Science: A Global Concern*, McGraw-Hill Higher Education; Sixth Edition
2. Odum E. P. Barret G.W "*Fundamental of Ecology"*, 5 th Edition Cengage Learning.

References:

1. S.C Shastri "*Environmental Law*"5th Ed EBC Explorer, India.
2. , C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, "*Introduction to Psychology"* International Student edition, Tata McGraw Hill, New Delhi.
3. E.F.Schumacher, Blond and Briggs, "*Small is Beautiful: Economics as if People Mattered"* London.
4. Heywood V.H. & Watson R.T. 1995. "*Global biodiversity assessment"*, Cambridge Univ. Press
5. "*Our Common Future*", Report on World Commission on Environment and Development United Nations Document.
6. Al Gore, "*Dysfunctional Civilization: The Earth in Balance"*, Houghton, Mifflin.
7. Lester Brown, Christofer Favin, Sandra Postel, "*Vision of a Sustainable World"*, The Worldwatch Reader, Ed Lester R. Brown New York
8. W.P. Pruden and S.H. Anderson, "*Environmental Sciences"*, Charles. E., Meredith Publication, NY, USA

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

BS 151 **Business and Corporate Laws** **3-0-0-3**

Course Objective

The objective of the course is to impart basic knowledge of the important business and corporate laws along with relevant case law.

Course Content

The Indian Contract Act, 1872: Contract – meaning, characteristics and kinds; Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects; Void agreements; Discharge of contract – modes of discharge including breach and its remedies; Contingent contracts; Quasi – contracts; Contract of Indemnity and Guarantee; Contract of Bailment; Contract of Pledge; Agency.	[14]
The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell; Conditions and warranties; Transfer of ownership in goods including sale by non-owners; Performance of contract of sale; Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.	[06]
The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors,Appointment, qualifications; removal of directors, company meetings.	[12]
The Limited Liability Partnership Act, 2008: Meaning and nature of limited partnership, formation, partners& their relations, extent and limitation of liability.	[02]
The Information Technology Act 2000: Definitions under the Act; Digital signature; Electronic governance; Regulation of certifying authorities; Digital signatures certificates; Duties of subscribers.	[05]

Text Books

1. Tulsian, P.C, "*Business Law"*, McGraw Hill, New Delhi.
2. Lee Reach, "*Business Laws"*, Oxford University Press, UK.

References:

1. Dr. Avatar Singh, *"Company Law",* Eastern Book Company,
2. Datta, C.R. *" Company Law"*, Lexis Nexis
3. Bare Acts, Circulars on Laws, Taxmans
4. Kuchhal. M.C., "*Business Law*", Vikas Publishing House, New Delhi
5. *Information Technology Rules 2000 with Information Technology Act 2000*, Taxmann Publications Pvt. Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

FIRST YEAR
SPRING SEMESTER
(Semester – II)

BS 112 **Organisational Behaviour** **3-0-0-3**

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content

Introduction: Organisational Theories - Classical, Neo-classical and Contemporary. Organisational Behaviour: concepts, determinants, challenges and Formal and Informal structures; Flat and Tall structures. Opportunities of OB. Contributing disciplines of OB. Organizational Behaviour Models. **Individual Behaviour:** Personality- Type A and B, Big Five personality types, Factors influencing personality; **Values and Attitudes**- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes, measurement of attitude; **Learning** - Concept and Learning theories and reinforcement, Schedules of reinforcement; **Perception and Emotions**- Concept, Perceptual process, Importance, Factors influencing perception, perceptual errors and distortions, Emotional Intelligence. [15]

Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making. Nominal group technique and Delphi technique. Communication and Feedback, Models of Communication. Transactional Analysis, Johari Window. [05]

Motivation: Meaning and Importance of motivation, Theories- Vroom's Valence - Expectancy Theory, Intrinsic motivation by Ken Thomas .Behaviour modification, Motivation and organisational effectiveness, Measurement of motivation using standard questionnaire; **Leadership, Power and Conflict:** Concept and theories, Styles of leadership, Behavioural approach, Situational approach, Leadership effectiveness. Power and conflict. Bases of power, power tactics; Sources of conflict, Conflict Resolution Strategies. [11]

Dynamics of Organisational Behaviour: Organisational Culture and climate- Concept and determinants of organisational culture. Developing Organizational culture. Organisational change- Importance, Stability vs. Change, Proactive vs Reaction Change, Change Process, Managing Change. Individual and organisational factors to stress; Work Stressors, Consequences of stress on individual and organization; Prevention and Management of stress. [08]

Text Books

1. Stephen P. Robbins, Timothy A. Judge, and Vohra Neharika, *"Organizational Behavior"*, 16th Edition, New Delhi, Pearson Education.
2. John W. Slocum and Don Hellriegel, "*Fundamentals of Organizational Behavior*", 1st Edition, New Delhi, Thomson.

References:

1. Fred Luthans ,*"Organizational Behavior-An Evidence-Based Approach"*, 12th Edition, New Delhi, McGraw Hill.
2. Margie Parikh and Rajen Gupta,*"Organizational Behavior", 1st Edition*, New Delhi, McGraw Hill.
3. Udai Pareek and Sushama Khanna, *"Understanding Organizational Behavior"*, 3rd Edition, New Delhi, Oxford University Press.

Note: Latest edition of text book and references must be used.

BS 122 **Macroeconomics** **3-0-0-3**

Course Objective

To provide the student with knowledge of basic concepts of the macro economics and modern tools of macro-economic analysis. Macroeconomics is concerned with the vital economic issues that determine your own economic well-being as well as that of whole family and everyone you know. Macroeconomics is the study of the major economic totals, or aggregates.

Course Content

Introduction: Concept and Variables of macroeconomics, Income, Expenditure and The Circular flow, Components of expenditure. Consumption, Saving and Investment and S-I approach, Multiplier (two sector) and Numerical. Static macro economic analysis short and the long run – Determination of supply, Determination of demand, and Conditions of equilibrium.

Meaning, Objective and Instruments of fiscal and monetary policy, AD-AS approach; Determination of aggregate demand, Shifts in aggregate demand, Aggregate supply in the short and long run, and Aggregate demand- Aggregate supply analysis. Economy in the short run IS–LM framework. [12]

Inflation - Causes and Effect of rising and falling inflation, Demand pull and Cost push inflation and Measures to control inflation, Inflation and interest rates, Social costs of inflation. **Unemployment** – Natural rate of unemployment, Frictional and wait unemployment. Labour market and its interaction with production system. Phillips curve, Trade-off between inflation and unemployment, Sacrifice ratio, Role of expectations adaptive and rational. [08]

Open economy – Flows of goods and capital, Saving and Investment in a small and a large open economy, Exchange rates; Fixed and Flexible, **Mundell** – Fleming model with fixed and flexible prices in a Small Open economy with fixed and with flexible exchange rates, Interest rate differentials case of a Large economy. Balance of payments, Trade balance, Current and Capital Account, Autonomous and accommodating transactions and Measures to control disequilibrium on BOP. [11]

Behavioral Foundations- Investment – Determinants of business fixed investment, Effect of tax, Determinants of residential investment and Inventory investment. **Demand for Money** – Portfolio and transactions theories of demand for Real balances, Interest and Income Elasticities of demand for real balances. Supply of money. [08]

Text Books

1. Dwivedi, D. N., " *Macroeconomics - Theory & Practice*", Tata McGraw Hill, New Delhi.
2. Ahuja, H.L., "*Business Economics*", S.Chand & Company, New Delhi.

References:

1. Dornbusch, Rudiger, and Stanley Fischer,"*Macroeconomics"*, McGraw-Hill.
2. Mankiw, N. Gregory, "*Macroeconomics",* Macmillan Worth Publishers New York, Hampshire,U.K.
3. Salvatore, Dominick. "*International Economics",* John Wiley & Sons Singapore.
4. Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
5. Olivier Blanchard, "Macroeconomics", Pearson Education, Inc.
6. Neils & Parker, "*The Essence of Business Economics*",Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

BS 132 **Marketing Management - I** **3-0-0-3**

Course Objective

The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.

Course Content

Introduction: Nature and Scope of Marketing, Importance of Marketing, The Marketing Concept, Selling vs. Marketing, Marketing Mix. [07]

Marketing Environment: Micro-Environment, Macro-Environment—Demographic, Economic, Natural, Technological, Politico-Legal and Socio-Cultural Environments, Indian Marketing Environment. [07]

Buyer Behaviour and Market Segmentation: Factors influencing Buyer Behaviour, Buying Decision Process, Profile and Features of Indian Consumers, Market Segmentation- Meaning, Levels, Bases of Segmentation. [09]

Managing the Product: Product Planning, Product Mix, Deciding Product Policy, Product Line Decisions, Product Differentiation, Brand Equity, Packaging, Labelling, Concept of Product Life Cycle, New Product Development Process.

Pricing: Pricing Objectives, Factors influencing Pricing, Types of Pricing, Pricing Procedure. [16]

Text Books

1. Kumar, Arun & N. Meenakshi, "*Marketing Management*", Vikas Publishing House.
2. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, "*Marketing Management: A South Asian Perspective*", Pearson Education.

References:

1. Chhabra, T.N & Grover, S.K; *Marketing Management*, Dhanpat Rai & Co., New Delhi
2. Palmer, Adrian, "*Introduction to Marketing*", Oxford University Press, UK
3. McCarthy, E. Jerome., and William D. Perreault, "*Basic Marketing*", Richard D. Irwin.
4. Majaro, Simon, "*The Essence of Marketing*", Prentice Hall, New Delhi.
5. Ramaswamy & Namakumari; "*Marketing Management*", Mc Millan, New Delhi.

Note: Latest edition of text book and references must be used.

BS 142 **Business Accounting** **3-0-0-3**

Course Objective

To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only). [12]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers. [08]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance. [08]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment. [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 152 **Business Communication** **3-0-0-3**

Course Objective

To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Course Content

Introduction: Nature, Process and Importance of Communication, Types of Communication (verbal & Non Verbal), Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers. **Non-Verbal Aspects of Communication:** Body language, Kinesics, Proxemics, Para language. [10]

Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter -office Memo, Notices, Agenda, Minutes, Job application letter, preparing the resume. **Effective Listening:** Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars. [10]

Report Writing: Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports. [08]

Business language and presentation: Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English. Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids. **Technology and Business Communication:** Role, effects and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e-communication. [11]

Text Books

1. Kaul, "*Business Communication*", Prentice Hall, New Delhi.
2. Gupta, C.B., "*Business Communication*", Sulthan Chand & Sons, New Delhi.

References:

1. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Bovee, and Thill, *Business Communication Today*, Pearson Education
3. Shirley, Taylor, *Communication for Business*, Pearson Education
4. Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH
5. Sharma, R.C., and Krishna Mohan, "*Business Correspondence and Report Writing*", Tata McGraw-Hill Publishing Company Limited, New Delhi.

Note: Latest edition of text book and references must be used.

BS 152 **Entrepreneurship Development** **3-0-0-3**

Course Objective

The purpose of the paper is to understanding about entrepreneurship and creative thinking and behaviour for effectiveness at work and in life.

Course Content

Introduction: Entrepreneur—Definition, Types, Characteristics, Entrepreneurship—Concept, Characteristics, Process, Theories of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurship vs. Intrapreneurship, Women Entrepreneurship, Role of Entrepreneurs, Rural Entrepreneurship—Role and Prospects. [08]

Entrepreneurship Development: Meaning, Objectives, Issues of Entrepreneurship Development Programmes (EDP), EDP Organisations—MDI, EDII, Industrial Sickness and Role of BIFR.

Incentives and Subsidies: Need, Objectives, Schemes and Advantages, Institutional Finance to Entrepreneurs—SIDBI, NABARD, KVIC. [13]

Small-scale Industries: Concept, evolution, role, problems and prospects, policies governing small-scale industries, organizational structure, ownership pattern, export potential of small-scale industries. [10]

Project Identification and Financial Analysis: Meaning of project, project identification, formulation, feasibility analysis, financial analysis-cost and revenue estimates, techniques of financial analysis. [8]

Text Books

1. Khanka, S. S., "*Entrepreneurial Development"*; S. Chand & Co. Ltd., New Delhi
2. Sudha, G. S., "*Entrepreneurship and Small Business Development"*; RBD Publishing House, Jaipur.

References:

1. Mohanty, S. K., "*Fundamentals of Entrepreneurship"*; PHI Learning, New Delhi
2. Desai, Vasant, " *Dynamics of Entrepreneurial Development and Management*", Himalaya Publishing House, Mumbai.
3. Gupta, C B. & Shrinivasan, N.P., "*Entrepreneurship Development in India*", Sultan Chand & Sons, New Delhi.
4. Bhide, Amar V., "*The Origin and Evolution of New Businesses*", Oxford University Press, New York.
5. Kuratko and Rao, "*Entrepreneurship: A South Asian Perspective*", Cengage Learning.

Note: Latest edition of text book and references must be used.

SECOND YEAR
AUTUMN SEMESTER
(Semester – III)

BS 211 **Marketing Management - II** **3-0-0-3**

Course Objective

To Identify cost and benefit of marketing channels, Importance of Communication, roles of advertising, sales promotion, public relations, personal selling, direct marketing in the promotion mix and need for marketing research.

Course Content

Marketing Channels: Types of Channels, Channel Functions, Logistics and Physical Distributions- Objectives and Functional Areas of Physical Distribution, Physical Distribution in the Indian Context. [08]

Marketing Communication: Meaning and Importance, Communication Objectives, Effective Communication, Communication Process. [05]

Promotion Tools: Advertising- Meaning, Objectives, Types in Advertising decisions, Planning and evaluation of Advertising Campaign, Trends in Advertising in India, Personal Selling—Objectives, Functions and Principles, Public Relations—Importance and Methods, Direct Marketing, Sales Promotion. [11]

Marketing Research and Control: Need for Marketing Research, Marketing Research Process, Techniques, Need and Tools of Control.
Marketing Challenges: Marketing in 21st Century, Impact of Globalization, Technological Advances, Deregulation of Marketing in India. [15]

Text Books

1. Kumar, Arun and N. Meenakshi, "Marketing Management", Vikas Publishing House, New Delhi.
2. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, "*Marketing Management: A South Asian Perspective"*, Pearson Education.

References:

1. Chhabra, T.N & Grover, S.K; "*Marketing Management"*, Dhanpat Rai & Co., New Delhi
2. Palmer, Adrian, "*Introduction to Marketing"*, Oxford University Press, UK
3. McCarthy, E. Jerome., and William D. Perreault, "*Basic Marketing"*, Richard D. Irwin.
4. Majaro, Simon, "*The Essence of Marketing"*, Prentice Hall, New Delhi.
5. Ramaswamy & Namakumari; "*Marketing Management*", Mc Millan, New Delhi.

Note: Latest edition of text book and references must be used.

BS 221 **Human Resource Management -I** **3-0-0-3**

Course Objective

To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Content

Introduction: Concept, Scope, Objectives and Environment of HRM, Personnel Management vs. HRM. [10]

Acquisition of Human Resource: Human Resource Planning, Job Analysis, Job Design, Recruitment Sources, Methods, Selection Process—Tests, Interviews. [10]

Training and Development: Need, Objectives, Methods of Training, Evaluation and Development Programmes. [08]

Performance Appraisal: Concept, Objectives, Techniques of Performance Appraisal and Limitations.

Compensation and Benefits: Job Evaluation- Concept, Process, Significance, Components of Employee Compensation—Financial and non-financial. [11]

Text Books

1. Aswathappa, K., "*Human Resource Management",* Tata McGraw-Hill, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management",* Wiley, India.

References:

1. Pande Sharon and Basak Swapnalekha (2012), "*Human Resource Management-Text and Cases*", 1st Edition, New Delhi, Pearson Education.
2. Mondy, A. W. and Noe, R. M., "*Human Resource Management",* Pearson Education.
3. Rao, V. S. P., "*Human Resource Management: Text and Cases",* Excel Books.

Note: Latest edition of text book and references must be used.

BS 231 **Management Accounting** **3-0-0-3**

Course Objective

To provide the students knowledge about use of costing and financial data for planning,control and decision making.

Course Content

Introduction: Meaning, Nature and Scope and functions of management accounting, Role of management accounting in decision making, Management accounting vs. Financial accounting, Tools and techniques of management accounting.Difference between cost accounting and management accounting, cost control, cost reduction, cost management. [08]

Standard costing and variance analysis: Meaning of standard cost and standard costing: advantages, limitations and applications, Variance analysis – material, labour, overhead and sales variances, Disposition of variances, Control ratios. [12]

Absorption versus variable costing: Distinctive features and income determination Cost-Volume-Profit Analysis: Break-even analysis-algebraic and graphic methods. Contribution / sales ratio, key factor. Margin of safety. Angle of incidence. Determination of cost indifference point. [10]

Decision making: Costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, exploring new market, make or buy, product mix, operate or shut down, seller process further. **Responsibility Accounting:** Concept, Significance, Different Responsibility Centers, Divisional Performance Measurement – Financial Measures. [09]

Text Books

1. Khan, M.Y. and P.K. Jain., "*Management Accounting*", Tata McGraw Hill, Publishing
2. Lal, Jawahar., "*Advanced Management Accounting- Text and Cases*", S. Chand & Co., New Delhi.

References:

1. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
2. Horngreen, Charles T., George Foster and Srikant M. Dattar., "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
3. Kalpan R.S. and Atkinson A.A., "*Advanced Management Accounting*", Prentice Hall India.
4. Anthony, Robert & Reece, et al, "*Principles of Management Accounting*", Richard Irwin Inc.
5. Pandey I.M., "*Financial Management*", Vikas Publishing House, New Delhi.

Note: Latest edition of text book and references must be used.

BS 261 **Financial Management – I** **3-0-0-3**

Course Objective

The objective of this course is to inform the students about the basic concepts offinancial management and contemporary theory and policy in order to master the concepts, theories and technique of financial management.

Course Content

Financial Management: Meaning, Concept and objectives, Scope and functions, understanding markets and changing Environment of Business, Finance and other discipline.

Financial Decisions: Long-term financing, Short-term Financing, Term Financing, Venture capital. [07]

Capital Structure: Theories—Net Income, Net Operating Income, Modigliani-Miller Approach and Traditional Approach, Determinants of Capital Structure. [10]

Financial Analysis through Leverages: Operating and financial leverages, their measure, Effects on profit, analyzing alternate financial plans, combined financial and operating leverages, Indifference point. [08]

Analysis of Financial Statements: Techniques of Financial Analysis, Ratio analysis, Funds-Flow Analysis, Cash Flow Analysis.

Management of Working Capital: Nature and Significance of working capital, Operating cycle and factors determining Working Capital requirements, Estimation of Working Capital. [14]

Text Books

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems*, Tata McGraw Hill
2. Pandey, I M. *Financial Management*, Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, "*Fundamentals of Financial Management",* Pearson Education
2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, "*Corporate Finance",* Tata McGraw Hill
3. Srivastava, Rajiv, and Anil Mishra, "*Financial Management",* Oxford University Press, UK
4. Sharma, G.L., and Y.P. Singh., "*Contemporary issues in Finance and Taxation",* Academic Foundation Delhi
5. Chandra, P., "*Financial Management-Theory and Practice",* Tata McGraw Hill

Note: Latest edition of text book and references must be used.

Foreign Language – I **3-0-0-3**

Offered by School of Liberal Arts

Mody University Elective **3-0-0-3**

Offered by different Schools of University

BS 251 **Production and Operations Management** **3-0-0-3**

Course Objective

This course introduces the students to the theory and practice of production management as a functional area in the management of business enterprise.

Course Content

Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting.
Plant Location and Utilities: Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control. [07]

Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques. [05]

Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications. [07]

Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement-Time Study.
Quality Control: Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle. [20]

Text Books

1. Aswathappa. K & Bhat, Shridhar. K; *Production and Operations Management*, Himalaya Publishing House, New Delhi.
2. Heizer Jay and Render Barry,"*Production & Operations Management*", Pearson Edu.

References:

1. Goel, B.S; *Production Operations Management*, Pragati Prakashan, Meerut.
2. Adam & Ebert; *Production and Operations Management*, PHI, New Delhi.
3. Buffa & Sarin; *Modern Production/Operation Management*, John Wiley & Sons, New Delhi.
4. *Production/Operations Management*, MS-53 (IGNOU), New Delhi
5. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, "*Production & Operations Management Manufacturing and Services*", Tata McGraw Hill

Note: Latest edition of text book and references must be used.

SECOND YEAR
SPRING SEMESTER
(Semester – IV)

BS 212 **Human Resource Management - II** **3-0-0-3**

Course Objective

To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

Course Content

Industrial Relations: Concept, Importance, Industrial Conflicts and Dispute Settlement Machinery.

Trade Unions: Meaning, Importance of Unionship, Evolution of Trade Union Movement in India, Union Problems, Measures to strengthen Trade Union, Employee welfare and Social security measures. [15]

Collective Bargaining: Concept, Process, Pre-requisites of Collective Bargaining, Collective Bargaining vs. Negotiation Skills. [06]

Grievance Procedure and Discipline: Introduction, Objectives, Essential pre-requisites of Grievance procedure, Disciplinary procedure. [08]

Employee Participation: Objectives, Forms of Employee Participation.
International HRM: Dimensions, Domestic HRM and International HRM, Basic steps in HRM, the expatriate problem. [10]

Text Books

1. Rao, V.S.P.; *Human Resource Management*, Excel Books, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management",* Wiley, India.

References:

1. Aswathappa; *Human Resource Management*, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; *Human Resource Management and Industrial Relations*, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B.and Gankar, S. V.; *Personnel Management*, Himalaya Publishing House, New Delhi.
4. Dessler Gary; *Human Resource Management*, Pearson Education, New Delhi.
5. Mondy, A. W. and Noe, R. M., "*Human Resource Management",* Pearson Education.

Note: Latest edition of text book and references must be used.

BS 222 **Business Research** **3-0-0-3**

Course Objective

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business research.

Course Content

Nature and Scope of Business Research: Role of Business Research in decision making. Applications of Business Research. The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Business Research problem. [10]

Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India) [07]

Primary Data Collection: Survey Vs. Observations. Comparison of selfadministered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniquespaired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design. [12]

Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, One way ANOVA. Introduction to theoretical concept of Factor Analysis and Discriminant Analysis. [10]

Text Books

1. Cooper & Schindler, "*Business Research Methods*", McGraw-Hill Education
2. Aaker, Kumar, Day, " *Marketing Research*", Wiley

References:

1. Zikmund, Babin& Carr, "*Business Research Methods"*, South-Western.
2. Churchill, "*Marketing Research: Methodological Foundations*", Cengage Learning
3. NareshMalhotra, "*Marketing Research*", Pearson
4. Deepak chawla and Neena Sondhi, "*Research Methodology"*

Note: Latest edition of text book and references must be used.

BS 262 **Financial Management – II** **3-0-0-3**

Course Objective

The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

Course Content

Capital Budgeting: Nature of Investment decisions, Identifying relevant cash flows, cash flows vs. accounting profit investment, Evaluation criteria, Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, NPV and IRR comparison, Project selection under capital rationing. [10]

Cost of Capital: Significance of cost of capital, Calculating cost of debt, Preference shares, equity capital and retained earnings, Combined (weighted) cost of capital.
Dividend Policy Decision: Dividend and Valuation Theories. [09]

Management of Cash: Introduction, objectives of cash management, motives for holding cash, Cash management techniques and models.
Management of Receivables: Introduction, objectives, Credit policies Credit terms and collection policies. [10]

Management of Inventory: Introduction, objectives and techniques of inventory management.
Marginal Costing and Managerial Techniques: Meaning, Difference between marginal costing and absorption costing method, Break Even Analysis (with Break even chart and Indifference point). [10]

Text Books

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems,* Tata McGraw Hill
2. Pandey, I M. *Financial Management*, Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, "*Fundamentals of Financial Management",* Pearson Education
2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, "*Corporate Finance",* Tata McGraw Hill
3. Srivastava, Rajiv, and Anil Mishra, "*Financial Management",* Oxford University Press, UK
4. Sharma, G.L., and Y.P. Singh., "*Contemporary issues in Finance and Taxation",* Academic Foundation Delhi
5. Chandra, P., "*Financial Management-Theory and Practice",* Tata McGraw Hill

Note: Latest edition of text book and references must be used.

BS 242 **Computer Applications in Business** **3-0-0-3**

Course Objective

To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

Course Content

Introduction: Introduction to Computer-Characteristics of Computers, The Computer System, Parts of Computers); Computer H/W Setup, Configuration, Networking, Mobile H/W Device and types wireless Networking; Operating System- Introduction to Operating Systems, An overview of various Computer & Mobile OS & Application (UNIX / Linux, DOS, Windows, Android, windows mobile, iOS Like), Features of latest Windows Operating Systems & its Management & Networking (Installation, backup, security, User control), Usage of payment gateways. [08]

Introduction to essential tools: Introduction to facilities & commonly used features of:

a) **Word:** Working with word document, Inserting, filling and formatting a table, Mail Merge including linking with Access Database, Creating Macros -Sending E-mail from Word Import / Export of files Converting Word Document to Web Document, PDF files Hyperlinks; OLE Security features in MS-Word - Protection of Documents - Password for Documents - Checking for viruses in macros, referencing, creating bibliography, manage sources and citations, review documents.

b) **PowerPoint:** Preparing Presentations,Slides,Handouts,Speaker's Notes - Outlines - Media Clips - Charts – Graphs, Adding the Transitions to the Slide Show - Special effects in detail, - Setting Slide timings.

c) **Excel:** Creating a work book, Rearranging Worksheet, Organizing Charts and graphs, Ranges and Functions & Formulae: Mathematical, Statistical Financial Functions such as NPV (Net present value), Future value, IRR (Internal Rate of Return), EMI (Equated Monthly Installments, Compounding Yearly, periodic and monthly) - Auto Calculate Using Names in a Formula, Formula Editing, Macros, Consolidation of Data & Data Analysis - Sorting List, Filter & More Filtering Techniques - Consolidate data in multiple worksheets - What-if analysis, Goal Seek Scenario Manager, Solver, Lookup Function - Sub Totals, Nested-IF, Statistical Analysis; Data Validation & Protection - Create a drop-down list from a range of cells - Apply data validation to cells - Copy data validation setting, remove data validation - Find cell that have data validation, protect cell data, using password to protect sheet and workbook. - Use validation to create dependent list; Pivot table Reports & Pivot Chart Reports. [12]

Using MS Excel for Data Analysis & Reporting Features:

Using spreadsheet for following purposes and making reports:

- Loan & Lease statement
- Ratio Analysis.
- Payroll statements
- Capital Budgeting
- Depreciation Accounting
- Graphical representation of data
- Frequency distribution and its statistical parameters
- Correlation and Regression [10]

RDBMS Concepts & Access: RDBMS Concepts, Terminology, Models - RDBMS, Data Modelling using ERD, DB Design using Normalization; Access Creating Databases & Tables – An Introduction; Event Handling & Report Generation; Using Macros; Using

Queries through Case Study.

Structured Query Language (SQL): Introduction to Data Definition Language Statements & Data Manipulation Language Statements (Creating Tables, Selecting Data, Inserting Data, Updating Records, Dropping a Table, Querying Database, Aggregating Data, Grouping, Ordering Data, Joining Tables etc.) & Case Studies.

CAAT Tools: Capabilities & Importing Data from Accounting & other Application Systems - An Introduction; Analytical Reports, Duplicates/ Gaps. Sorting & Charting; Stratification, Summarization, Statistics & Aging - An Introduction; Sampling, Macros and Audit Trail. [09]

Text Books

1. Rajaraman, V., *Introduction to Information Technology*, PHI.
2. Hall, J.A., "*Accounting Information System"*, South-Western College Publishing.

References:

1. Boockholdt, J.L., "*Accounting Information System: Transaction Processing and Control"*, Irwin Mcraw-Hill.
2. Gelinas, Ulric J., and Steve G. Sutton, *Accounting Information System*, South Western Thomson Learning.

Note: Latest edition of text book and references must be used.

Foreign Language – II 3-0-0-3

Offered by School of Liberal Arts

Mody University Elective 3-0-0-3

Offered by different Schools of University

BS 252 **Business Ethics and Corporate Governance** **3-0-0-3**

Course Objective

The main objective of this course is to provide students with the basic skills concerning business ethics, governance and corporate social responsibility. Additionally, students should understand the role of ethics, corporate responsibility and sustainability in business activities and evaluate business practices in these fields.

Course Content

Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories **Indian Management Ethos** : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[12]
Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders, Whistle- Blower Policies, Ombudsman.	[08]
Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.
2. Balasubramanian, N., "*Corporate Governance and Stewardship*", Tata McGrawHill, New Delhi

References:

1. Mallin, Christine A., *Corporate Governance (Indian Edition*), Oxford University Press, New Delhi.
2. S.A. Sherlekar, *Ethics in Management*, Himalaya Publishing House, 2009
3. Beeslory, Michel and Evens, *Corporate Social Responsibility*, Taylor and Francis,
4. Bob Tricker, *Corporate governance- Principles, policies and practices*, Oxford University Press.
5. W.H. Shaw, *Business Ethics*, Cengage Learning.

Note: Latest edition of text book and references must be used.

THIRD YEAR
AUTUMN SEMESTER
(Semester – V)

BS 311 **International Business** **3-0-0-3**

Course Objective

An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

Course Content

Introduction: Nature of International Business, Need to study, Drivers of IB, IB vs. Domestic Business, Routes of Globalization, Multinational Corporations. [06]

Theories of Global Trade and Investment: Foreign Trade Policies, Trade Theories, Foreign Direct Investment—Basic concepts, FDI in India. [07]

Political Environment—Democracy, Totalitarianism, Political Risk.
Legal Environment—Systems of Law, International Disputes Resolution, Areas of Concern for MNCs.
Technological Environment—Features of Technology, Impact of Technology, Implications for MNCs, Issue of Technology Transfer. [15]
Cultural Environment—Nature, Elements of Culture and their implications for IB
Economic Environment and International Financial Management: Income-wise classification of countries, Economic Systems, Trade Barriers.
International Financial Management— Nature, FOREX Management, Balance of Payments, International Financial Markets, Role of International Financial Institutions—IMF, WB. [11]
Major Regional Trading Institutions and Groups: WTO, SAARC, ASEAN, EU, OPEC.

Text Books

1. Aswathappa, K.; International Business, Tata McGraw Hill, New Delhi.

References:

1. Cherunilam, Francis; *International Business*; Prentice Hall India, New Delhi.
2. Daniels, John D., Lee H. Radebaugh, Daniel P. Sullivan; *International Business*, Pearson Education, New Delhi.
3. Hill, Charles W. L.; *International Business*, Tata McGraw Hill, New Delhi.
4. Vyuptakesh Sharan, *International Business*, 3rd Edition, Pearson Education in South Asia, New Delhi.

Note: Latest edition of text book and references must be used.

BS 321 **Quantitative Techniques for Management** **3-0-0-3**

Course Objective

To apprise students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course Content

Introduction: Meaning, Scope, Origin, Uses, Limitations and Techniques. **Linear Programming:** Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method and Simplex method. [09]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. **Assignment Model:** Assignment problem as a variant of transportation problem, Methods of solving assignment problems. **Game Theory:** Game models, Two player zero sum game, payoff matrix, pure and mixed strategy, Method of Saddle point for pure strategy, Algebraic method for mixed strategy with 2 x 2 Pay-off; Dominance method, Graphical Techniques. [10]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. **Decision Making:** Decision making under Risk and Uncertainty, Pay-off table, Decision rules, Decision Tree. **Replacement Problems:** Types of Replacement situations, Group Replacement Policy. [10]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. **Simulation:** Process of simulation, Monte Carlo technique, Advantages and Disadvantages, Applications in queuing and Inventory problems. [10]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "*Quantitative Techniques*", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BS 361 **Business Policy and Strategy** **3-0-0-3**

Course Objective

To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Course Content

Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement. [10]

Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis. [10]

Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions. [10]

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance. [09]

Text Books

1. J.A. Pearce & R.B. Robinson : "*Strategic Management formulation implementation and control"*, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : "*Crafting and executing strategy"*, TMH

References:

1. Gerry Johnson & Kevan Scholes, "*Exploring corporate strategies"*, PHI
2. Upendra Kachru, *Strategic Management*, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland, "*Strategic Management –Concepts and Cases"*, McGraw-Hill Companies
4. Lawrence R. Jauch & William F. Glueck*: "Business Policy and Strategic Management"* (Mcgraw Hill Series in Management).

Note: Latest edition of text book and references must be used.

THIRD YEAR
SPRING SEMESTER
(Semester – VI)

BS 312 **E-Commerce** **3-0-0-3**

Course Objective

The objectives of the course is to introduce the concept of electronic commerce, and to understand how electronic commerce is affecting business enterprises, governments, consumers and people in general

Course Content

Introduction to E-commerce: Meaning and concept, Need for E-commerce, Classification of E-commerce, Electronic vs. Traditional commerce, E-commerce and E-business, Business applications of E-commerce, E-commerce as an electronic trading System, Special features.
Network Infrastructure and Protocol: LAN, Ethernet, WAN, Internet, TCP/IP, DNS, FTP, E-mail, WWW server, Web Browser, HTTP. [10]

Electronic Payment System: Introduction, Online Payment System, Prepaid electronic payment system, post paid electronic system, E-cheques, Debit and Credit Cards, Smart Cards, E-purses. Credit and legal risk of e-payment system.
Website Design: Role of website in B2C E-commerce, website strategies and web-site design principles, Push and pull technologies, Alternative methods of customer communication. [11]

Business to Business E-Commerce: Need and alternative of B2B E-commerce, Technologies, EDI and paperless trading, EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, Features of EDI service arrangements, Internet-based EDI. [10]

Securing Network Transaction: Security policy, Procedures and practices, Transaction Security, Fireball, Cryptography Algorithm, Public Key Algorithm, Authentication Protocol, Digital Signature, Site Security, E-Mail Security. [08]

Text Books

1. Bharat Bhasker, "*Electronic Commerce*", TMH, New Delhi

References:

1. David Whiteley, "*E-Commerce*", TMH, New Delhi
2. Chandra T N, R.K. Suri, Sanjiv Verma, "*E-Commerce New Vistas for Business*",Dhanpat Rai & Co., New Delhi
3. Jim A. Carter, "*Developing E-Commerce Systems*", PHI, New Delhi

Note: Latest edition of text book and references must be used.

BS 322 **Project Management** **3-0-0-3**

Course Objective

To enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project.

Course Content

Introduction: Objectives of Project, monitoring and control of investment projects, role of strategic resource allocation, identification of investment and project ideas. Feasibility / viability analysis. [07]

Project Preparation: Marketing and demand analysis, Technical feasibility,; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects. [11]

Project appraisal/selection: Business criterion of growth by: Investment critieria, Project risk analysis ,social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate. [11]

Issues in Project Planning and Management: Networking techniques for Project Management: PERT and CPM, Project Review and Adminsitrative Aspects. [10]

Text Books

1. Chandra. Prasanna, "*Projects Planning.Analysis, Selection,Financing, Implementation, and Review",*McGraw Hill.
2. Gray, Clifford .F. *Project Management.* McGraw Hill.

References:

1. Gopalakrishnan. P. and.Ramamurthy, V.E., "*Text Book of Project Management*", Macmillan India Ltd.
2. JyotsnaBapat, "*Development Projects and critical theory of Environment*", Sage Publication, New Delhi.
3. John M. Nicholas, "*Project Management for Business and technology:Principles and Practice*", Pearson Prentice Hall, New Delhi.
4. David I. Cleland, "*Project Management: Strategic Design andimplementation"*, McGraw Hill Inc.

Note: Latest edition of text book and references must be used.

BS 332 **Basics of Taxation** **3-0-0-3**

Course Objective

To acquaint the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.

Course Content

Basic Concepts: Definitions, Basis of Charge, Residential Status, Scope of Total Income - Exempted income
Heads Of Income: Income from Salaries, Income from House property, Income from Business or Profession, Capital gains, Income from other sources. [15]

Total Income: Deemed income, Set off and Carry forward of losses Deductions from Gross Total Income, Assessment of Individual, Tax Deducted at Source, E-filing of return. [07]

Central Excise and Customs: (a) Nature and Scope of Central Excise, Important Terms and Definitions under the Central Excise Act and related rules, General Procedure, CENVAT.
(b) Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act 1975 and the related Rules. [06]

Central Sales Tax Act, 1956 and VAT: (a)Important terms and definitions under Central Sales Tax Act, 1956—Nature and Scope of Central Sales Tax Act, Provisions relating to inter-state sales, Sales inside a State, Sale/Purchase in the course of Import and Export out of India.
(b) Meaning and need of VAT and related rules
Service Tax: Formation and functions of DGST, Existing schemes for levy, assessment & collection of service tax and related rules [11]

Text Books

1. Singhania, V.K. *Student Guide to Income Tax*. Taxmann Publications Pvt. Ltd.
2. Ahuja Girish and Gupta Ravi: *Practical approach to Income Tax*, Wealth Tax and Central Sales Tax; Bharat Law House Pvt. Ltd., New Delhi.

References:

1. Ahuja& Gupta. Simplified Approach to *Income Tax Flair*, Publications Pvt. Ltd.
2. Mahesh Chandra &Shukla, D.C. *Income Tax Law & Practice* Pragati Publications.
3. Goyal, S.P. *Tax Planning and Management*. SahityaBhawan Publications.

Note: Latest edition of text book and references must be used.

FS 311 **International Finance (DSE – I)** **3-0-0-3**

Course Objective

The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Course Content

Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade,International trade financing in India, Balance of payments (of India).

Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotationsdirect, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts. Concept of cryptocurrency. [12]

Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between Purchasing Power Parity (PPP) and Interest Rate Parity theories (IRP), the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models [10]

Foreign Exchange Exposures: Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk., Issue of global depositary receipt (GDR), American depositary receipt (ADR), Euro bonds and foreign bonds. [08]

International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, , International project appraisal-Methods and Techniques; **Multinational Working Capital Management:** Tools and techniques for International Working Capital Management, Current Asset Management for the Multinational/International [09]

Text Books

1. PG Apte, "*International Finance*", Tata Mcgraw Hill
2. Alan C. Shapiro, "*Multinational Financial Management*", Prentice Hall

References:

1. Maurice D. Levi, "*International Finance- The Markets and Financial Management of Multinational Business*", Mcgraw Hill
3. V.I.J Madhu "*International Financial Management*", Excel book, New Delhi
4. Jeff Madura "*International Financial Management*" .- Cengage Learning

Note: Latest edition of text book and references must be used.

FS 321 **Investment Banking and Financial Services (DSE – I)** **3-0-0-3**

Course Objective

The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Course Content

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment/ Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue. [09]

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work and obligations, Investor protection, Broker, sub broker and underwriters. De-mat accounts: introduction, merits and limitations. [09]

Leasing and Hire Purchase : Concepts of leasing, types of leasing – financial and operating lease, direct lease and sales and lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest and Instalment, difference between Hire Purchase and Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, **Housing Finance :** Meaning and rise of housing finance in India, Fixing the amount of loan, re-pricing of a loan, floating vs. fixed rate, Practical problems on housing finance. [11]

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment mortgages (GPMs), PledgedAccount Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of nonmortgage assets, Securitization in India. Latest innovations and technological integration in financial services. [10]

Text Books

1. M.Y.Khan, "*Financial Services*", Tata McGraw –Hill.
2. Machiraju, "*Indian Financial System*", Vikas Publishing House.

References:

1. J.C.Verma, "*A Manual of Merchant Banking*", Bharath Publishing House.
2. K.Sriram, "*Hand Book of Leasing, Hire Purchase and Factoring",* ICFAI, Hyderabad.
3. Ennew.C.Trevor Watkins and Mike Wright, "Marketing of Financial Services", Heinemann Professional

Note: Latest edition of text book and references must be used.

Annexure – C

FS 331 **Investment Analysis and Portfolio Management (DSE – I)** **3-0-0-3**

Course Objective

The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Content

Introduction to Investment Environment: Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives **Capital Market in India:** Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks	[10]
Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Theories: Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.	[10]
Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix, Portfolio Construction: Markowitz, Sharpe-Single Index, and Multiple factor Model	[10]
Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line. **Portfolio Performance Measurement:** Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems). Mutula Funds : Test Run ..	[09]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management"*, Tata McGraw Hill.
2. Pandiyan, Punithavathy, "*Security Analysis and Portfolio Management"*, Vikas Publications

References:

1. Fischer, D.E. and Jordan, R.J, "*Security Analysis and Portfolio Management*", Pearson Education
2. Sharpe, W.F., "Alexander, G.J. and Bailey, J, "*Investments*", Prentice Hall of India
3. Singh, R., "*Security Analysis and Portfolio Management*", Excel Books
4. Frank K Reilly and Keith C Brown, "*Investment Analysis and Portfolio Management*", Cengage India Pvt. Ltd.

Note: Latest edition of text book and references must be used.

FS 341 **Strategic Financial Management (DSE – I)** **3-0-0-3**

Course Objective

To acquaint the students with concepts of Financial management from strategic perspective and to familiarize various Techniques and Models of Strategic Financial Management.

Course Content

Dividend Decision: Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy	[06]
Capital Budgeting: Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree.	[08]
Capital Rationing: Meaning, Advantages, Disadvantages, Practical Problems	[09]
Shareholder Value and Corporate Governance: Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India	[08]
Corporate Restructuring: Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.	[08]

Text Books

1. IM Pandey, *Financial Management*, Vikas Publishing House
2. Khan & Jain, *Financial Management*, Tata McGraw Hill, Delhi

References:

1. C. Paramasivan& T. Subramanian, *Financial Management*, New age International Publisher
2. Van Horne &Wachowiz, *Fundamentals of Financial Management*, Prentice Hall
3. Prasanna Chandra, *Strategic Financial Management*, Tata McGraw Hill, Delhi

Note: Latest edition of text book and references must be used.

FS 312 **Financial Institutions and Markets (DSE-I)** **3-0-0-3**

Course Objective

The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Content

Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade;RBI and Functions, Role of RBI as a central banker; Products offered by Banks and Financial Institutions (FI), Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs. [08]

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary and secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks. [11]

Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between Standing Committee on Academic Matters dated 20.08.2018 Annexure No.-56 Bachelor of Management Studies University of Delhi 31 NSE and BSE, Raising of funds in International Markets: American Depositary Receipt (ADRs) and global depositary receipt (GDRs), foreign currency convertible bond (FCCB) and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE and NSE. [10]

Money Markets and Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of Securities Trading Corporation of India (STCI) and Discount and Finance House of India (DFHI) in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Oversubscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds. [10]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "*Quantitative Techniques*", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

FS 322 **Tax Planning** **3-0-0-3**

Course Objective

The objective of this course is to acquaint the students with the tax structure for individuals and corporates and also its implications for planning.

Course Content

Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.	[07]
Computation of Income under the Head: Salary, House Property and Profits and gains from Business or Profession. Computation of Income under the Head: Capital gains and Income from other sources.	[12]
Clubbing of Income: Set-off and carry-forward of losses , Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units, Procedure for assessment: E-filing of return, Introduction to the concept of Goods and Services Tax (GST) and Direct Tax Code (DTC).	[11]
Meaning of Tax Planning and Management: Nature, scope and justification of corporate tax planning; Computation of taxable income and tax liability of companies: Minimum Alternative Tax, Introduction to tax planning with reference to financial decisions; tax planning with reference to amalgamation or de-merger of companies (only theory)	[09]

Text Books

1. Singhania, V.K. *Student Guide to Income Tax*. Taxmann Publications Pvt. Ltd.
2. Ahuja& Gupta. *Simplified Approach to Corporate Tax*. Flair Publications Pvt. Ltd

References:

1. Ahuja& Gupta. *Simplified Approach to Income Tax Flair*, Publications Pvt. Ltd.
2. Mahesh Chandra &Shukla, D.C. *Income Tax Law & Practice* Pragati Publications.
3. Goyal, S.P. *Tax Planning and Management*. SahityaBhawan Publications.

Note: Latest edition of text book and references must be used.

FS 332 **Derivatives and Risk Management (DSE – I)** **3-0-0-3**

Course Objective

The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate issues and challenges in better manner.

Course Content

Introduction to Derivatives Market: Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures. [09]

Hedging: Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge. [10]

Futures: Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model [10]

Options: Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies [10]

Types of Risk: Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN Margin

Text Books

1. Srivastava.R*;* *Dervatives and Risk Management*, OUP, 2nd Edition, 2017.
2. Hull, John C, and Basu S; *Options, Futures, And Other Derivatives*, Pearson, Delhi, Pearson Publications, 10th ed

References:

1. Chance D.M; *Introduction to Derivatives and Risk Management*, South Western Cengage Learning.
2. Sundaram and Das; *Derivatives: Principles and Practice*, McGraw Hill.

Note: Latest edition of text book and references must be used.

FS 342 **Business Analysis and Valuation (DSE – I)** **3-0-0-3**

Course Objective

This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value. It will also discuss the issues and challenges faced during the valuation of assets especially in the conditions of uncertainties.

Course Content

Introduction: Understanding the different aspects of an Annual Report of a company; Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion and analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company.	[10]
Cash Flows Valuation: Non –Discounted :Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model.	[09]
Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates, cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk and equity risk), valuing an asset with an infinite life.	[10]
Firm Valuation Models: Cost of capital approach, Adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies. Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options.	[10]

Text Books

1. Chandra, P. (2011), "*Corporate Valuation and Value Creation"*, TMH
2. Damodran, A. (2014), "*Applied Corporate Finance*", 4th Edition, New Delhi: John Wiley and Sons.

References:

1. Ross, S.A., Westerfield, R.W., Jaffe, J. (2015), "*Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.
2. Weston, Chung, and Hoag, "*Mergers. Restructuring and Corporate Control*", Prentice Hall of India

Note: Latest edition of text book and references must be used.

MK 311 **Advertising and Brand Management (DSE – II)** **3-0-0-3**

Course Objective

To equip the students with the nature, purpose and complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Course Content

Introduction: Advertising need and importance; growth of modern advertising; advertising and the marketing mix; types and classification of advertisement; advertising spiral; social and economic aspects of advertising; Marketing communication models- AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy.	[09]
Contd.: Exposure, salience, familiarity, low involvement, central route and peripheral route and cognitive learning; positioning strategies ; Associating feelings with a brand; Developing brand personality; creating copy strategies- Rational and emotional approaches; selection of an endorser; creative strategy and style- brand image, execution, USP, common touch and entertainment; message design strategy; format and formulae for presentation of appeals (slice of life, testimonials, etc.); different types of copy; art and layout of an advertisement- principles of design, layout stages, difference in designing of television, audio and print advertisement.	[10]
Introduction to broadcast and non -broadcast media; Budgeting decision rule-percentage of sales method, objective to task method, competitive parity, and all you can afford; Key factors influencing media planning; Media decisions- media class, media vehicle and media option; Scheduling- flighting, pulsing, and continuous Importance and need for sales promotion; planning for consumer schemes and contests; different types of consumer schemes.	[10]
Concept of a brand: brand evolution; branding challenges and opportunities; strategic brand management process; Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning; Designing and implementing brand strategies; brand extension; brand hierarchy-Kapferer. Brand equity; brand personality; brand image; managing brands overtime.	[10]

Text Books

1. Chunawalla S.A. (2015), "*Advertising and Sales Promotion Management*", Himalaya Publishing House
2. Keller, K.L., Parameswaran, A.M.G. and Jacob, I., "*Strategic Brand Management: Building, Measuring and Managing Brand Equity*", Pearson Education India

References:

1. Kazmi, S.H.H and Batra, S., "*Advertising and Sales Promotion Management*", Excel Books.
2. Kapferer J N," T*he new Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*, Kogan Page.
3. Batra, R., Myers, J.G., and Aaker, D.A., "*Advertising Management*", Prentice Hall.

MK 321 **Retail Management (DSE – II)** **3-0-0-3**

Course Objective

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Content

Introduction: Introduction to retailing, definition, characteristics, Evolution of retailing in India, Retailing in India, Emerging trends in retailing, Factors Behind the change of Indian retail industry. [11]

Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix and Non- traditional selling; Store Planning: Design and Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management. [15]

Retail Marketing: Advertising and Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing; Retail Merchandising: Buying function, Markups and Markdown in merchandise management, shrinkage in retail merchandise management. [12]

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing; Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security. [14]

Text Books

1. Harjit Singh, "*Retail Management*", S. Chand Publication, New Delhi
2. Berman and Evarv, "*Retail Management*", Prentice Hall

References:

1. Gibson G Vedamani, "*Retail Management: Functional principles and practices*", Jaico Publishing House
2. Cullen and Newman, "*Retailing – Environment and Operations*", Cengage Learning EMEA
3. Bajaj, Tuli and Srivastava, "*Retail Management*", Oxford University Publications

Note: Latest edition of text book and references must be used.

MK 331 **Marketing of Services (DSE – II)** **3-0-0-3**

Course Objective

The course is designed to equip students with the knowledge of marketing of all types of services.

Course Content

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges. [08]

Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process. [11]

Service marketing: strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis [08]

Service quality: concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc. [12]

Text Books

1. Shanker, R., "*Services Marketing: The Indian perspective*", Excel Books
2. Fisk, R. P., Grove, S. J., and John, J. Interactive Services Marketing. New York. Houghton Mifflin

References:

1. Glynn, W. J., and Barnes, J. G., "*Understanding services management - Integrating Marketing, Organizational Behaviour, Operations and Human Resources Management*", Prentice Hall
2. Gronroos, C., "*Service Management and Marketing - A Customer Relationship Management Approach*", New York: John Wiley
3. Hoffman, K. D., and John, E. G. B., "*Marketing of Services: Concepts, Strategies and Cases*", Thomson-South Western
4. Lovelock, C. H.; "*Service Marketing"*, Prentice Hall, New Jersey.
5. Zeithaml, V. A. et al; "*Services Marketing"*, Tata McGraw Hill, New Delhi.

Note: Latest edition of text book and references must be used.

MK 341 **International Marketing (DSE – II)** **3-0-0-3**

Course Objective

The course is designed to equip students with the knowledge of international marketing of all types of products and services.

Course Content

Framework: Nature and Importance of International marketing – process of International marketing, International dimensions of marketing and benefits of international marketing, steps of development of the transnational corporation. Intra firm and environmental factors, social, cultural, economic, political and legal aspects, Difference between domestic marketing, multinational and international marketing. [9]

International Marketing Decisions: Global marketing information system and research – nature of marketing research, sources of information and marketing research – primary and secondary global market segmentation, targeting and positioning. Foreign market entry strategy – market analysis, export, licensing, joint ventures, Manufacturing, management contracts turns key operations, acquisition and mergers, analysis of entry strategy. Identifying foreign markets, market research overseas. Market entry. [9]

Institutional Infrastructure: Global marketing mix – International product decision, what is product development, product positioning, theory of IPLC, Product standardization and product adaptation, branding and packaging, International pricing decision – role of price, supply and demand, international channel decisions – importance and scope of channel decision, direct and indirect selling channel sales and promotion, advertising. [9]

Documentation: Introduction to Export documentation and procedures, framework, pre-shipment and post shipment documents, Role of ITPO in export promotion, quality control and pre-shipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc. [12]

Text Books

1. Albaum, G. Strandskov, J. and Duerr, E. "*International Marketing and Export Management*". 7/E. Delhi: Pearson Education.
2. Keegan, W. and Green, M. "*Global Marketing*". 4th ed. Delhi: Pearson.

References:

1. Melewar, T.C. and Gupta, S. "*Strategic International Marketing*". Basingstoke: Palgrave-Macmillan.
2. Czinkota, M.R. and Ronkainen, I.A. "*International Marketing*". 10th ed. Delhi: South-Western, Cengage Learning India Pvt. Ltd.
3. Hans Muhlbache, "*International marketing-A global perspective*", Cengage Learning
4. Cateora, P.R., Graham, J.L. and Salwan, P. "*International Marketing*". 13th ed. Delhi: McGraw Hill.
5. Gillespie, K., Jeannet, J.P. and Hennessey, H.D. "*International Marketing*". Delhi: Cengage Learning.
6. Hollensen, S. and Banerjee, M. "*Global Marketing*". 4th ed. Delhi: Pearson.
7. Onkvisit, S. and Shaw, J. "*International Marketing: Strategy and Theory*". 5th ed. London: Routledge.

Note: Latest edition of text book and references must be used.

Annexure – C

MK 312 Personal Selling and Sales Force Management (DSE – II) 3-0-0-3

Course Objective

To familiarize the students with the concept and practice of personal selling process, techniques and methods in the modern organizational setting.

Course Content

An overview of personal selling; functions of a sales person, characteristics of a sales person, Sales as a career. [09]

Personal Selling situations; Theories: AIDAS, Right set of circumstances theory, Buying formula theory; Why people buy? [09]

Prospecting: Need and Methods; Pre approach: Sales Knowledge; Sales presentation: methods, elements, the approach; Handling Objections: categories and techniques; Closing the sale: techniques; Post sale follow up. [11]

Controlling the Sales Effort: Administering the sales budget, Sales quota, Sales territory management:Sales territory concept, reasons for establishing sales territories, procedure for setting up sales territories. Sales control and cost analysis. [10]

Text Books

1. Charles Futrell, "Fundamentals of Selling", McGraw Hill
2. Still, Cundiff and Govani, "*Sales Management*", Prentice Hall of India

References:

1. Panda T.K & Sahadev S. "*Sales and Distribution Management"*, 2/e, Oxford University Press.
2. Havaldar K & Cavale V. "*Sales and Distribution Management"*, Tata McGraw-ND.

Note: Latest edition of text book and references must be used.

MK 322 **Rural Marketing (DSE – II)** **3-0-0-3**

Course Objective

The main objective of this programme is to develop a strong foundation of applied knowledge, concepts, approaches and analytical-skills in the participants for successful marketing of products and services to rural consumers and users.

Course Content

Rural Marketing: Importance, Nature and Scope; Rural vs Urban Marketing; Definition of Rural Area
Understanding Rural Marketing Environment: Geographical, Economic, Socio-Cultural and Infrastructural Factors and their Influence on Marketing Operations [11]

Rural Consumer: Characteristics, Attitudes and Behaviour; Buying Patterns and Influences; Segmenting Rural Markets [06]

Rural Marketing Strategies: Product Planning for Rural Markets, Quality and Size; Packaging and Branding Decisions; Pricing Decisions
Promotion and Distribution in Rural Markets: Media and Copy Decisions; Distribution Channels and Logistics in Rural Markets [13]

Marketing of Agricultural Products: Pricing and Distribution of Agricultural Products; Role of Government and Organisations in Marketing of Agricultural Products; Co-operative Marketing; Problems in Agricultural Marketing [09]

Text Books

1. Kashyap, P.: "*Rural Marketing*"; Pearson, New Delhi.
2. Krishnamacharyulu, C. S.: "*Rural Marketing – Text and Cases*"; Pearson, New Delhi.

References:

1. Dogra, B. and Ghuman, K.: "*Rural Marketing – Concepts and Practices*"; TMH, New Delhi.
2. Ramkishen, Y.: "*New Perspectives in Rural and Agricultural Marketing*"; Jaico Publishing House, New Delhi.
3. Rajagopal: "*Management of Rural Business*" Wheeler Publications, New Delhi.
4. Neelameghan S. "*Marketing in India: Cases and Readings*"; Vikas Publishing House, New Delhi.
5. Gopalaswamy T. P."*Rural Marketing*"; Wheeler Publishers, New Delhi.

Note: Latest edition of text book and references must be used.

MK 332 **Distribution and Supply Chain Management (DSE – II)** **3-0-0-3**

Course Objective

This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

Course Content

The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.
Distribution: Basic concept, Transportations, Inventory, Warehousing, Managing logistics. [10]

Concepts and importance: of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit. [09]

Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment. [10]

Strategic Alliances: Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management. [10]

Text Books

1. Ayers, J. B., "*Handbook of supply chain management*", Florida: Auerbach Publication..
2. Chopra, S., and Meindl, P., "*Supply chain management: Strategy, planning and operation*", New Delhi: Pearson Education.

References:

1. Ballou, R. H., and Srivastava, S. K., "*Business logistics/ supply chain management*", (5th Edition). New Delhi: Pearson Education.
2. Raghuram, G., and Rangaraj, N., "*Logistics and supply chain management: cases and concepts*", New Delhi: Macmillan.
3. Shah, J., "*Supply chain management: Text and cases*", New Delhi: Pearson Education.
4. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., and Shankar, R., " *Designing and managing the supply chain*", New Delhi: Tata McGraw Hill.
5. Coyle, J. J., Bardi, L. J., and Langley, C. J., "*The management of business logistics*," USA: South-Western.
6. Dornier, P. P., Ernst, R., Fender, M., and Kouvelis, P., "*Global Operations Management and Logistics: Text and Cases*", New York: John Wiley and Sons.

Note: Latest edition of text book and references must be used.

MK 342 Customer Relationship Management (DSE – II) 3-0-0-3

Course Objective

To understand the need and importance of maintaining a good customer relationship management system.

Course Content

Introduction Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders. Acquiring customers - Customer loyalty and optimizing customer relationships - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. [10]

Understanding Customers Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer lifetime value – Selection of Profitable customer segments. CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement. [10]

CRM Structures Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications. Sales Force Automation - Sales Process, Activity, Contact-Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM). [10]

CRM Planning And Implementation Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers. CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement. [09]

Text Books

1. Shainesh, G., and Sheth, J.N. "*Customer Relationships Management*", Strategic Prespective, Macmillan India.
2. Rai, A.K. "*Customer Relationship Management : Concepts and applications*", Prentice Hall of India Private Limted, New Delhi.

References:

1. Mohamed, H.P. and Sahadevan, A. "*Customer Relationship Management*", Vikas Publishing
2. Catheart, J. "*The Eight Competencies of Relationship selling*", Macmillan India
3. Shanmugasundaram, S. "*Customer Relationship Management*", Prentice Hall of India Private Limted, New Delhi, 2008
4. Buttle, F. (2010) "*Customer Relationship Management: Concepts & Tools*", Elsevier.
5. Kumar, V. and Werner J. (2008) "*Customer Relationship Management*", Wiley India.

HR 311 **Recruitment and Selection (DSE – III)** **3-0-0-3**

Course Objective

Organizations serious about obtaining profits through people will expend the effort needed to ensure that they select the right people. The organization needs to be clear about what are the most critical skills and attributes needed in its applicant pool and these skills and attributes must be consistent with the particular job requirements and the organization's approach to its market. In this context, this course is designed with the following objectives. On completion of the course students will be able to understand:

- The process of identifying job performance dimensions that are the basis for knowledge, skills and abilities required to perform the job assigned,
- The process of assessing knowledge, skills and abilities required to perform the job assigned,
- The process of incorporating knowledge, skills and abilities that are required for job performance, in the recruitment and selection measures and,
- The process of developing some of the assessment devices those aim at assessing the knowledge, skills and abilities of the applicants in selection

Course Content

Concept of Recruitment: Meaning, Importance, Purpose, Factors governing recruitment, Recruitment process, Sources of recruitment, Techniques of recruitment, Philosophies of recruitment, Evaluation of recruitment. [06]

Job Analysis and Profile Matching: Nature, Process, Methods of collecting job data, Potential problems with job analysis, Job design, Factors affecting job design, Job design approaches, Contemporary issues in job design, Job specification. [07]

Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and weighted application blanks- Meaning and definition, Advantages and disadvantages, Behavioral approach to recruitment - Spotting personality patterns, Making basic assumptions, Predicting the future, Strategy Vs. Technique, Studying the CV. [07]

Selecting the Right Candidate: Nature of selection, Process, Testing concepts – Reliability and validity, Employment law in India, **Testing:** Meaning, Definition, Purpose, Advantages and disadvantages, Ability tests, Clerical ability test, Mechanical ability test, Mental ability test, physical ability test, Personality assessment test, Typing test, Shorthand test, Computer proficiency test.

Interviewing: Planning the interview, Interview process - getting started, examining the interview areas, examining the strengths & weaknesses, Interview in public sector undertaking, statutory requirements. [11]

Reference checking and Appointment orders: Meaning, definition and purpose, Verification of character, Criminal antecedents, Previous work behavior and education qualifications, Verification of community certificates, Statutory requirements (under the Shops and commercial establishments Act), Contents of appointment letter, Hard copy (or soft copy), Method of delivery and retrieving the acknowledgement copy, Medical Examination and acceptance of offer for joining. [08]

Text Books

1. Bhattacharya Dipak Kumar, "*Recruitment and Selection : Theories and Practices*", 1st Edition 2016, Cengage Learning India.

References:

1. Pandey Vaneeta and Prasad Veena**, "***Recruitment and Selection*", 1st Edition 2015, Himalaya Publishing House.
2. Rashmi TK, "*Recruitment Management*", 1st Edition 2017, Himalaya Publishing House.

Note: Latest edition of text book and references must be used.

HR 321 **Performance Management (DSE – III)** **3-0-0-3**

Course Objective

To equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Content

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes. [04]

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application [06]

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal, Methods of Performance Appraisal - Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal. [11]

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support.

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team. [08]

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system. [06]

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM. [04]

Text Books

1. Aguinis, H. *"Performance Management"*, 3rd Edition, New Delhi: Pearson Education.
2. Bhattacharyya, D.K. *"Performance Management Systems and Strategies"*, 1st Edition, New Delhi: Pearson Education.

References:

1. Armstrong, M."*Armstrong's Handbook of Performance Management*", New Delhi: Kogan Page India.
2. Bagchi, S.N. "*Performance Management*", 2nd Edition, New Delhi: Cengage Learning.
3. Rao, T.V. "*Performance Management*" - Towards Organizational Excellence", 2nd Edition, New Delhi: Sage Publishing.

Note: Latest edition of text book and references must be used.

HR 331 **Labour Legislation (DSE – III)** **3-0-0-3**

Course Objective

To have a broad understanding of the legal principles governing the employment relationship at individual and collective level. To familiarize the students to the practical problems inherent in the implementation of labor statutes.

Course Content

The Factories Act, 1948; The Trade Unions Act, 1926 The Payment of Wages Act, 1936 The Minimum Wages Act, 1948; The Industrial Disputes Act, 1947 [09]

The Workmen's Compensation Act, 1923; The Payment of Gratuity Act, 1972; The Payment of Bonus Act, 1965; The Employee's Provident Fund & Misc. Act, 1952 [10]

The Employees State Insurance Act, 1948; The Industrial Employment (Standing Orders) Act, 1946; The Apprentices Act, 1961; The Equal Remuneration Act, 1976 [10]

The Maternity Benefit Act, 1961; Contract Labour Regulations and Abolition Act, 1970; The Child Labour Prevention and Regulation Act, 1986 [10]

Text Books

1. Piyali Ghosh and Shefali Nandan (2015), "*Industrial Relations and Labour Laws"*, 1st Edition, New Delhi, TATA McGraw Hill.
2. Sarma A.M (2015), "*Industrial Relations and Labour Laws",* 2nd Edition, Mumbai, Himalaya Publishing House, Mumbai.

References:

1. Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj, "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi, TATA McGraw Hill.

2. Padhi P.K., *"Labour and Industrial Laws*", 2nd Edition, New Delhi, PHI

Note: Latest edition of text book and references must be used.

HR 341 **Training and Development (DSE – III)** **3-0-0-3**

Course Objective

To familiarize the students with the concept and practice of training and management development in the modern organizational setting.

Course Content

Introduction: An overview of training, Role of training and development in HRD, Opportunities and challenges for training, Training and organizational development, Setting training objectives, Spiral model of training, Need to conduct Training Need Analysis (TNA), TNA Model, Need assessment process - Organizational analysis, Person analysis, Task analysis, Output of TNA, Approaches to TNA - Proactive TNA, Reactive TNA. [10]

Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer; Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives. [09]

Training methods: Lectures and demonstrations; Games and Simulations: Equipment simulators, business games, In-basket technique. Case studies, role play, behaviour modelling, Job instruction technique, apprenticeship, coaching, mentoring, experiential training, vestibule training; Computer based training methods. [10]

Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs, Development methods: Action learning, job rotation, executive development programs, special job assignments, team building, coaching, mentoring. [10]

Text Books

1. Raymond A Noe, "*Employee Training and Development*", 7th Edition, McGraw Hill India.
2. Lynton Rolf and Pareek Udai, "*Training and Development*", Prentice Hall

References:

1. Blanchard P. Nick and Thacker James., "*Effective Training, Systems, Strategies and Practices*", Pearson
2. French Wendell, Bell Cecil and Vohra Veena, "*Organisation Development, Behavioral Science Interventions for Organisation Improvement*", Prentice Hall.

Note: Latest edition of text book and references must be used.

HR 312 **Strategic Human Resource Management (DSE – III)** **3-0-0-3**

Course Objective

This course will help the student to get exposure on Strategic Human Resource Management. Understand the different strategies relating to human resource management.

Course Content

Human Resource functions in India – Emergence of Human Resource Management – Distinctive features of human resource management – Strategic Human Resource Management – Aligning human resource to corporate strategy	[08]
Organization Socialization process – Mentoring – Organizational Culture – Organizational Change – Human Resource Planning – Employee Resourcing – Recruitment & Selection process Placement	[09]
Performance Management – Performance Appraisal System – Reward & Performance Management – Motivation – Job Redesign – Job Enlargement – Wage Structuring – Wages & Salary policies – Legal frame work – Wage differentials – Job Evaluation – Incentive Payment system – Payment by result.	[12]
Training Methodologies – Management Development – Career Development – Succession Planning – Welfare & Health – Industrial Relations – Concept, Scope & Objectives – Changing Values & impact	[10]

Text Books

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, *"Human Resource Development", Cengage Learning.*
2. Paul Boselie. *"Strategic Human Resource Management"*. Tata McGraw Hill.

References:

1. Randall S Schuler and Susan E Jackson. *"Strategic Human Resource Management"*. Wiley India. 2nd edition
2. Robert L. Mathis and John H. Jackson, *"Human Resource Management"*, Cengage Learning.
3. Tanuja Agarwal, Strategic Human Resource Management, Oxford
   Jeffrey A Mello, *Strategic "Human Resource Management"*, Cengage Learning, Southwestern.
4. Monir Tayeb. *"International Human Resource Management"*. Oxford.
5. McLeod. *"The Counsellor's workbook"*. Tata McGraw Hill.

Note: Latest edition of text book and references must be used.

HR 322 **Cross Cultural HRM (DSE – III)** **3-0-0-3**

Course Objective

To explore the concepts and techniques of the essential elements of cross cultural HRM and to enable the students to recognise its critical issues. The course aims to understand HRM concerns in the cross cultural scenario.

Course Content

Introduction to concepts of culture and nationality: Impact of culture on international business environment ,Hofsted's approach ,advantages and disadvantages PCN,TCN,HCN,Expatriate adjustment process,Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing. [10]

Managing diversity: Diversity and organisational culture, Approaches to managing diversity, Diversity management programme.Trainning: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building [09]

Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan .Approaches to expatriate compensation: Going rate approach, Balance sheet approach .Cultural impact on compensation policy [10]

Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective
International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC. [09]

Text Books

1. Dowling P.J and Engle Sr.A.D: *"International HRM"*, Thomson Learning.
2. Browaeys M.J and Price R: *"Understanding cross cultural management"*, Prentice Hall.

References:

1. MausamiS.Bhattacharya and NilanjanSengupta: *"International Human Resource Management"*, Excel Books.
2. Thomas.D.C: *"Cross cultural Management essential concepts"*, Sage Publication.
3. Lucas Rosemary and Lupton Ben: *"Human resource management in International Context"*, Jaico publication house.
4. Schuler.R.S, Briscoe.D.R and Claus, *"International Human Resource Management"*, Routledge New York.

Note: Latest edition of text book and references must be used.

HR 332 **Talent and Knowledge Management (DSE – III)** **3-0-0-3**

Course Objective

To prepare students for talent and knowledge management efforts in organisations .It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.

Course Content

Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management. Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.	[09]
Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.	[08]
Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.	[12]
Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.	[09]

Text Books

1. Lance A. Berger, Dorothy Berger*: Talent management handbook*, McGraw Hill New York.
2. Cappeli Peter: *Talent on Demand –Managing Talent in an age of uncertainty*, Harvard Business press.

References:

1. Awad.E.M and Ghaziri.H.M: *"Knowledge management"*, Pearson education International.
2. Stuart Barnes: "*Knowledge management system theory and practice"*, Thomson learning.
3. Donald Hislop: *"Knowledge management in organisations"*, Oxford University press.
4. Sudhir Warier: "*Knowledge management"*, Vikas publishing house.
5. T. Raman: "*Knowledge management"* –a resource book, Excel books.

Note: Latest edition of text book and references must be used.

Annexure – C

HR 342 **Negotiation Skills For Managers (DSE – III)** **3-0-0-3**

Course Objective

Understand significance of conflict and locate fertile areas for conflicts to resolve conflicts effectively.
Understanding the term negotiation and the processes involved in negotiation to know issues associated with negotiation.
Learning strategy and tactics of distributive and integrative bargaining.
Sharpening negotiating skills in a variety of interpersonal and intergroup situations.

Course Content

Introduction: Nature of Negotiation and Conflicts, Dynamics of Negotiation and Conflict management.	[04]
Conflict Management: Levels of conflict, Sources of conflict	[04]
Managing Conflict: Managing interpersonal conflict; Managing team and organizational conflict; Conflict resolution process	[06]
Negotiation: Types of negotiation-Distributive, Integrative, Attitudinal structuring and Intra-organizational negotiation; Negotiation process-Preparation, Developing and choosing a strategy, Opening moves, Bargaining and problem solving and Closure and implementation.	[10]
Two Party Distributive (Win-Lose) Negotiations: Introducing complexities, Fundamental strategies and complexities	[03]
Two Party Integrative (Win-Win) Negotiations: Key features of Integrative negotiation process, Facilitating factors for successful Integrative negotiation, Template design, evaluation and analysis.	[03]
Many Party Negotiations: Group decisions, Consensus, Coalitions and Voting	[03]
Behaviour of Successful Negotiator: Measuring your progress	[03]
Negotiation Styles: Measuring your style with countering measures	[03]

Text Books

1. Rout Eirene Leela and Omiko Nelson, *"Corporate Conflict Management"*, Prentice Hall of India Private Limited, New Delhi, 2010

References:

1. Lewicki Roy J, Saunders David M and Barry Bruce, *"Negotiation"*, Fifth Edition, Tata McGraw-Hill, 2010.
2. Corvette Barbara A Budjac, *"Conflict Management: A Practical Guide to Developing Negotiation Strategies"*, Pearson Education, 2007.

Note: Latest edition of text book and references must be used.

Annexure – C

CURRICULUM
MBA (Integrated)

Fourth Year
Autumn Semester (Sem-VII)
Foundation Courses

	Course Title	Contact Hours
FC.20.501*	Principles of Management	12 hrs
FC.20.511	Introduction to Accounting	12 hrs
FC.20.521	Evolution of Indian Business	12 hrs

**Non-graded*

Each foundation course shall have 2 hours of session each day for six days. The courses shall not be part of the Grade Card.

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.501	**Business Communication**	2	1	2	4	3	30	20	50
MB.20.511	Managerial Economics	3	1	-	4	3	30	20	50
MB.20.521	Management Accounting	3	1	-	4	3	30	20	50
MB.20.531	Organizational Behavior	3	1	-	4	3	30	20	50
MB.20.541	Women Leadership and Business	3	1	-	4	3	30	20	50
MB.20.551	**Marketing Management**	3	1	-	4	3	30	20	50
MB.20.561	**IT Tools for Manager**	2	-	2	3	3	30	20	50
	Sub Total				**27**				

Fourth Year
Spring Semester (Sem - VIII)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW#	MTE	ETE
MB.20.502	**Business Research Methods**	3	1	-	4	3	30	20	50
MB.20.512	Financial Management	3	1	-	4	3	30	20	50
MB.20.522	Human Resource Management	3	1	-	4	3	30	20	50
MB.20.532	Operations Management	3	1	-	4	3	30	20	50
MB.20.542	Business Environment	3	1	-	4	3	30	20	50
MB.20.552	**Women Entrepreneurship**	3	1	-	4	3	30	20	50
MB.20.562	**Legal Aspects of Business**	3	1	-	4	3	30	20	50
	Sub Total				**28**				

#: ***Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test etc.***

Annexure – C

MBA (Integrated)
Fifth Year
Autumn Semester (Sem – IX)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.603	**Strategic Management**	3	1	-	4	3	30	20	50
MB.20.613	Summer Internship Project**	-	-	-	3	-	-	-	100
Specialization-I	Elective – I	3	1	-	4	3	30	20	50
	Elective – II	3	1	-	4	3	30	20	50
	Elective – III	3	1	-	4	3	30	20	50
Specialization-II	Elective – I	3	1	-	4	3	30	20	50
	Elective – II	3	1	-	4	3	30	20	50
	Elective – III	3	1	-	4	3	30	20	50
	Sub Total				**31**				

Fifth Year
Spring Semester (Sem-X)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.604	**Business Ethics and Corporate Governance**	2	1	-	3	3	30	20	50
MB.20.614	Dissertation ##	-	-	-	3	-	-	-	100
Specialization-I	Elective - I	3	1	-	4	3	30	20	50
	Elective - II	3	1	-	4	3	30	20	50
	Elective - III	3	1	-	4	3	30	20	50
Specialization-II	Elective - I	3	1	-	4	3	30	20	50
	Elective - II	3	1	-	4	3	30	20	50
	Elective - III	3	1	-	4	3	30	20	50
	Sub Total				**30**				

Total Credits	**116**

Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test.

****: Summer Internship** duration shall be of 8 weeks. And evaluation pattern shall be – Report: 75% and Viva-Voce: 25%.

##: Dissertation shall spread over to two semesters i.e. III and IV. Evaluation is - 75% on report and 25% on Viva

Elective Areas

Finance

Course Code	Course Name
FM.20.603	Security Analysis and Portfolio Management
FM.20.613	Corporate Finance
FM.20.623	Banking and Insurance Management
FM.20.633	Financial Statement Analysis
FM.20.604	Financial Derivatives and Risk Management
FM.20.614	International Financial Management
FM.20.624	Financial Modeling
FM.20.634	Corporate Restructuring

Human Resource Management

Course Code	Course Name
HR.20.603	Organization Development Systems
HR.20.613	Talent Management
HR.20.623	Industrial Relations
HR.20.633	Human Resource Analytics
HR.20.604	Diversity and Inclusion
HR.20.614	Human Resource Development Systems
HR.20.624	Performance Management
HR.20.634	Compensation Management

Marketing

Course Code	Course Name
MM.20.603	Consumer Behavior
MM.20.613	B2B Marketing
MM.20.623	Marketing of Services
MM.20.633	Sales and Distribution Management
MM.20.643	International Marketing
MM.20.604	Integrated Marketing Communication
MM.20.614	Digital Marketing
MM.20.624	Rural Marketing
MM.20.634	Retail Management
MM.20.644	Strategic Brand Management

Business Economics

Course Code	Course Name
BE.20.603	Macroeconomic Theory and Policy
BE.20.613	Demand and Business Forecasting
BE.20.623	Money Banking and Finance
BE.20.604	International Business Economics
BE.20.614	Industrial Economics and Competitive Strategies
BE.20.624	Economics of Consumption

Social Sector Management

Course Code	Course Name
SM.20.603	Social Entrepreneurship
SM.20.613	Development Communications
SM.20.623	Business Strategies for Sustainability
SM.20.604	Management of Corporate Social Responsibility
SM.20.614	Management of Social Impact Institutions
SM.20.624	Social Impact Investment

Entrepreneurship and Family Business

Course Code	Course Name
EF.20.603	Entrepreneurship Theory and Practice
EF.20.613	Entrepreneurship and New Ventures
EF.20.623	Dynamics of Family Business Governance
EF.20.604	Management Tools for Entrepreneurs
EF.20.614	Project Formulation and Preparation
EF.20.624	Secrets of Success: Indian Family Business

FOURTH YEAR
AUTUMN
SEMESTER - VII

Annexure

Business Communication

MB.20.501 **2-1-2-4**

Course Objective:

This course is designed to enhance the communication skills required in different business contexts through various interactive activities. This course will improve the student's self-confidence to express them in the professional business environment. This course will help and acquaint the participants with the basic concepts and techniques of communication, viz Listening, Speaking, Reading & Writing skills.

Course Contents

Effective Communication in Business: Importance and benefits, Components of communication, Forms of Communication, Communication process, Role of Verbal and Non-verbal symbols in communication, Barriers to effective communication, Overcoming communication barriers. **[5]**

Corporate Communication: Characteristics of oral communication, Principles and types of oral communication, Strategies to handle different communication, Professional communicator responsibilities, corporate communication and Public Relation, Role of social media in communication **[8]**

Forms of Communication in Written Mode: Planning and execution of messages, Writing reports, proposals and business plans, Drafting of notice, Agenda, Minutes and resolutions of meeting, Creating and delivering good presentations, Managing data and visuals. **[8]**

Business Etiquettes and Cross-cultural Communication: Introduction, Constituents of Etiquettes, Business Etiquettes and modern technology, Workplace culture, Communicating across different cultures, Culture and writing skills. **[6]**

Career Management and Technology: Introduction, Searching for talent, looking for Job, Planning for Job, Social Networking and Job search, Preparing for Resume, Cover Letter, Group Discussion and Interview, Technology in Business Communication. **[5]**

Storytelling for Business Success: Role of storytelling in businesses today, Methods of storytelling, Model of crafting an effective story, 7 C's of storytelling, Crafting participants' personal stories **[7]**

Text Books:

1. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), "Business Communication", 13th Edition, New Delhi: McGraw Hill Education.
2. Raman, M. and Singh, P. (2012), "Business Communication", 2nd Edition, New Delhi: Oxford University Press.

Reference Books

1. Chaturvedi, P.D. and Chaturvedi M. (2011), "Business Communication, Concepts: Cases and Applications, 2nd Edition, Pearson Education, India.
2. Mukerjee, H.S. (2013), "Business Communication", 2nd Edition, OUP India.

Annexure

Managerial Economics

MB.20.511 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic Theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. While conducting this course importance is given to the complexity of decision making process emanating from evolutionary changes that have occurred in the business firms over time.

Course Contents

Nature and scope of Managerial Economics: Economics and optimization techniques- Introduction to Economics and Managerial Economics, theory of the firm and objectives of the firm; Nature and functions of profit; total, marginal and average relationships Optimization analysis- profit maximization through total revenue-total cost approach; profit maximization through marginal analysis. **[6]**

Demand Analysis, Demand Estimation and Demand Forecasting- Individual's demand, specification of the demand function, factors affecting demand Different concepts of elasticity and their measurement, relationship between price elasticity, total revenue and marginal revenue Use of elasticity in managerial decision-making, introduction of demand estimation Methods of demand estimation; use of regression analysis in demand estimation; demand forecast with qualitative and quantitative methods. **[8]**

Theory of production, cost concepts, cost functions and estimation- Production function; short run production function, law of diminishing returns; Production Function and Iso-quants and Iso-costs function; Optimal combination of inputs for minimizing cost ; long run production function and returns to scale; Type of costs; short run and long run cost functions, marginal costs, average costs ; Fixed and variable costs and estimation of cost functions; break-even analysis. **[12]**

Market Structure, Pricing Practices and Game Theory-What are different market structures; Pricing under perfect competition; assumptions, short run and long run equilibrium of the firm and market Determination of price; profit maximization; Pricing under Monopoly: pure and discrimination monopoly; Pricing determination under Monopolistic Competition; Pricing under Oligopoly and Duopoly; Game Theory and Strategic Behavior; Role of the Government in pricing. **[13]**

Text Books

1. Salvatore, D. (2014), "*Managerial Economics in a Global Economy*", 8th Edition, New Delhi: Thomson South-Western.
2. Samuelson, A.P. and Nardhas, W.D. (2010), "*Economics*", 19th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dholakia, R.H. and Oza, A.N. (2003), "*Microeconomics for Management Students*", New Delhi: Oxford University Press.
2. Gupta, G.S. (2003), "*Managerial Economics*", New Delhi: McGraw Hill Education.
3. Keat, P. and Banerjee, S. (2010), "*Managerial Economics: Economic Tools for Today's Decision Makers*", 6th Edition, New Delhi: Pearson Education.
4. Kreps, D.M. (2004), "*Microeconomics for Managers*", New Delhi: W.W. Norton and Company.

Annexure

Management Accounting

MB.20.521 **3-1-0-4 (Contact hrs: 39)**

Course Objective

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Course Contents

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost, Materials, Labour and overheads and their allocation and apportionment, Preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting. **[4]**

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc. **[6]**

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc. **[8]**

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. **[8]**

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each. **[7]**

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing. **[6]**

Text Books

1. Horngren (2015), "Financial and Managerial Accounting", 5th Edition, New Delhi: Pearson Education.
2. Khan, M.Y. and Jain, P.K. (2103), "Management Accounting: Text, Problems and Cases", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Colin, D. (2005), "Management Accounting for Business", 3rd Edition, Thomson, India
2. Pandey, I.M. (2009), "Management Accounting", New Delhi: S. Chand and Sons.
3. Pauline, W. (2006), "Financial and Management Accounting", 7th Edition, Pearson Education.

Annexure

Organizational Behavior

MB.20.531 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Contents

Introduction: Historical evolution of OB, Organizational structure, Management functions and roles, Developing an OB Model. **[4]**

Individual Behavior: Personality and values, Personality assessment instruments, Attitudes and job satisfaction, Perception and attribution, linking individual behavior to the workplace. Learning: Concept, Learning theories, Reinforcement, Administering reinforcement, Organizational behavior modification. **[9]**

Motivation: Definition and importance, early theories of motivation, Contemporary theories of motivation, Motivational tools in organization – Job characteristics model, Employee involvement, Rewards. **[7]**

Group Behavior: Concept of Groups, Stages of group development, Group properties, Group decision making, creating effective teams, turning individual into team players. Skills for Managing Teams: Communication, Conflict, Power and Influence, Emotional intelligence. **[8]**

Leadership: Concept, Leadership styles, Theories – Trait, Behavioral, Contingency; Finding and creating effective leaders. **[6]**

Managing Modern Organizations- Culture formation, Managing cross cultural differences, Innovation and learning organization. **[5]**

Text Books

1. Luthans, F. (2013), "Organizational Behavior-An Evidence-Based Approach", 12th Edition, New Delhi, McGraw Hill Education.
2. Robbins, S.P., Judge, T.A. and Vohra, N. (2017), "Organizational Behavior", 16th Edition, New Delhi, Pearson Education.

Reference Books

1. Newstrom, J.W. (2007), "Organizational Behavior-Human Behavior at Work", 12th Edition, New Delhi, McGraw Hill Education.
2. Pareek, U. and Khanna, S. (2011), "Understanding Organizational Behavior", 3rd Edition, New Delhi, Oxford University Press.
3. Parikh, M. and Gupta, R. (2010), "Organizational Behavior", McGraw Hill Education.

Annexure

WOMEN LEADERSHIP AND BUSINESS

MB.20.541 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The primary objective of this course is to begin to uncover and understand the unique challenges, constraints, and opportunities that face women today as they ascend to leadership positions in organizations.
- A secondary objective of the course is to encourage students to think critically about the kinds of interpersonal, social, and cultural changes that are necessary to support women's advancement in positions of power and authority.

Course Contents

Women in Management: Current status of women leaders, Concepts of gender and leadership in Indian culture, Global gender perspectives in business, Confronting problems faced by women in organizations, Human resource management for gender diversity, Identity and social networking, Legal perspectives for women in India, Working women in emerging markets. **[6]**

Leadership: Concept, Leadership development for women, Leadership identity, Leadership assessment, Aligning leadership strategy and style with personal values and self-image, Personal brand in the workplace, Successful women leadership models abroad. **[6]**

Building Leadership Potential Self-awareness, Emotional intelligence, Leading and managing teams, Interpersonal skills, Conflict management, Managing and leading teams, Effective negotiations. **[8]**

Leadership Communication: Persuasion and argumentation, Thinking through a management situation, Presentation skills, Communication analytics. **[6]**

Developing a Leadership Style: Leading with authenticity, Strategies for implementing personal change, Leveraging talent in teams, Diversity inclusion, Coaching sessions in small groups. **[5]**

Managing in a digital age: Data Analytics, Digital Marketing, Identity and social networking **[3]**

Business Transformation: Bird's eye view of organizational functioning – Finance, Marketing, HR and Operations Management of systems - Entrepreneurial skills, Strategic leadership. **[5]**

Text Book:

1. Eagly, A. H., & Carli, L. L. (2007). Through the labyrinth: The truth about how women become leaders. Boston, MA: Harvard Business School Press.

Reference Book:

1. Northouse, P. G. (2016). Leadership: Theory and practice (7th ed). Thousand Oaks, CA: Sage.

Marketing Management

MB.20.551 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

In this comprehensive and practical introduction to marketing management, the learner will improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans.

Course Contents

Understanding Marketing Management: Defining marketing for new realities, the value of marketing, the scope of marketing, core marketing concepts, the new marketing realities. **[6]**

Developing Marketing Strategies and Plans: Marketing and customer value, the value delivery process, the value chain, core competencies, strategic marketing planning and process, building customer value, satisfaction, and loyalty. **[6]**

Conducting Marketing Research: The scope of marketing research, the marketing research process, measuring marketing productivity. **[5]**

Analyzing Consumer and Business Market: Consumer behaviour and factors influencing consumer behaviour, the buying decision process, organizational buying and participants. Organizational buying process and stages. **[6]**

Building Strong Brands: Identifying market segments and targeting, segmentation criteria, crafting the brand positioning, creating brand equity, managing brand equity. **[5]**

Creating value through product and pricing: Product characteristics, classifications and differentiation, product life cycle and marketing strategies, developing pricing strategies and programs. **[5]**

Designing and Managing Integrated Marketing Communication: the role of marketing communication, developing effective communication, managing the integrated marketing communication process, managing advertising, sales promotion, event & experience, and public relations. Managing digital communication – online, social media, and mobile. **[6]**

Text Books

1. Kotler, P. and Keller, K.L. (2016), "Marketing Management", 15th Edition, New Delhi: Pearson Education.
2. Saxena, Rajan. (2019), "Marketing Management", 6th Edition, McGraw Hill Education

Reference Books

1. Grewal, D. and Levi, M. "Marketing," 5th Edition, Chennai: McGraw Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "Marketing Moves: A New Approach to Profit Growth and Renewal", Boston: Harvard Business School Press.

Annexure

IT Tools for Managers

MB.20.561 **2-0-2-3**

Course Objective:

In an increasingly complex world, information technology thinking, understanding, and skill are more important than ever. In this course participants are introduced to the fundamental concepts and with skills for proficiency in information system. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the information and data.

Course Contents

Introduction to IT tools and MIS: Systems, data and information and knowledge, Importance of IT tools like spreadsheet, MS-Excel, and MIS in the competitive business environment. Introduction to Information Systems Technology, Basic Excel skills, Using Excel functions and developing Spread Sheep Models. **[7]**

Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Database Management System, Networking, Systems and Application Software, IT's people view, empowering people through information. **[7]**

Managing change – the Indian paradigm. managing the digital divide, big data. Decision Making and Types of information systems, Management information systems, transactions processing systems, decisions support systems, expert systems, office automation systems and knowledge-based systems. **[8]**

Structured decision making, unstructured decision making and semi structured decision making, Information Systems Analysis & Design, Stages of SDLC, Feasibility study, systems study and systems design, Resource utilization, implementation, audit, operation, maintenance and modification, **[8]**

Functional Information Systems, Marketing, Finance, HR, Production/Operations information systems, Enterprise Resource Planning, Process Mapping, Implementation Management. **[9]**

Text Books

1. Albright, C.S., Winston, W.L. and Zappe, C. J (2009), "*Decision Making Using Microsoft Excel*", New Delhi: Cengage Learning.
2. Efraim, T., Dorothy, L., Ephraim, M., and James, W. (2010), "*Information Technology for Management: Transforming Organizations in the Digital Economy*", 7 Edition, New Delhi: John Wiley and Sons.

Reference Books

1. O'Brien, J.A. (2010), "*Management Information Systems: Managing Information Technology in the Business Enterprise*", 7 Edition, New Delhi: McGraw Hill Education.
2. Stair, R. (2008), "*Principles of Information System*", New Delhi: Cengage Learning.
3. Williams, B.K. and Sawyer, S.C. (2012), "*Latest Complete Version Using Information Technology: A Practical Introduction to Computers and Communications*", New Delhi: McGraw Hill Education.

FOURTH YEAR
SPRING
SEMESTER - VIII

Annexure

Business Research Methods

MB.20.502 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. The students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem.

Course Contents

Introduction to Statistics: Origin, Nature and scope in business management, Data processing – Classification, Summarization, Tabulation of data – presentation (tabular and graphic) – Frequency distribution, Measures of central tendency - Arithmetic mean, Weighted mean, Geometric mean, Median, Mode, and Partition values – Quartiles, Deciles and Percentiles, Measures of dispersion - Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation **[6]**

Business Research: Nature of business research, Business research process, Ethics in business research, recent trends. **[4]**

Research Designs: Introduction and classification, Exploratory Research, Descriptive research, Causal research. **[4]**

Measurement and Scaling: Primary scales of measurement, Comparative scaling Techniques, Non-Comparative scaling techniques and Scale evaluation. **[5]**

Data Collection & Preparation: Primary data, Secondary data, Questionnaire and form design, Objectives, Design process. **[5]**

Sampling: Sampling design process, Classification of sampling techniques, Sample size determination. **[4]**

Data Analysis: Hypothesis meaning, Sources types - Parametric and non-parametric tests, Parametric test, T test, F Test and Z test, Non Parametric Test - U Test, Kruskal Wallis, Sign test, Discriminant analysis, Factor and cluster analysis. **[7]**

Report Writing & Presentation: Significance, Report writing- Steps, Layout, Presentation - Executive summary, Precautions, Norms for using tables, Charts and diagrams – Appendix, Index and Bibliography. **[4]**

Text Books

1. Bajpai, N. (2017), "*Business Research Methods*", 2nd Edition, New Delhi: Pearson Education.
2. Mishra, P. (2015), "*Business Research Methods*", New Delhi: Oxford University Press.

Reference Books

1. Bryman,A. and Bell, E. (2015), "*Business Research Methods*", 4th Edition, OUP New Delhi:
2. Cooper, D. R., Schindler, P.S., Sharma, J.K. (2015), "*Business Research Methods*", 11th Edition, New Delhi McGraw Hill Education.

Annexure

Financial Management

MB.20.512 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to develop a foundation of financial management concepts. This will enable the students to understand how corporations make investment & financing decisions. This course will help the students in understanding both the theoretical and practical role of financial management in business corporations.

Course Contents

Introduction to Finance: Financial markets, Financial institutions, Financial services, Financial instruments, Functions and goals of finance. ***Financial Management***: Nature, Scope, and Objectives of financial management, Time value of money, Risk and return. **[6]**

Capital Structure and Cost of Capital: Capital structure and leverage, Optimum capital structure, Measurement of specific costs, Computation of overall cost of capital ***Financing Decision***: Long-term financing, Short-term financing, Term financing, Venture capital, Basics of lease financing. **[9]**

Capital Budgeting: Principles, Techniques, Measurement and evaluation, Case study problems. ***Working Capital Management***: Planning of working capital, Working capital financing and Inventory management. **[9]**

Financial derivatives: Options, Futures, Forwards, Warrants, Hedging using derivatives. **[5]**

Dividend Policy Decision: Dividend and valuation, Determinants of dividend policy **[5]**

Behavioral Finance Investment Decision Cycle: Judgment under uncertainty, Utility/ Preference functions, Expected Utility Theory [EUT]. **[5]**

Text Books

1. Horne, V. (2008), "*Fundamentals of Financial Management*", 12 Edition, New Delhi: Pearson Education.
2. Lawerence, J.G., and Zutter, C.J. (2015), "*Principles of Managerial Finance*", 14 Edition, New Delhi: Pearson Education.

Reference Books

1. Brigham, E.F. (2014), "*Financial Management Theory and Practice*", 14 Edition, New Delhi: Cengage Learning.
2. Chandra, P. (2008), "*Financial Management*", 7 Edition, New Delhi: McGraw Hill Education.
3. Khan, M.Y. and Jain, P.K. (2005), "*Basic Financial Management*", 2 Edition, New Delhi: McGraw Hill Education.
4. Pandey, I.M. (2008), "*Financial Management*", 10 Edition, New Delhi: Vikas Publishing House.

Annexure

Human Resource Management

MB.20.522 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course will help students to learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration. This course will also discuss how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, development etc) and organizational culture.

Course Contents

HRM: Meaning, Nature, Scope and functional area of HRM, Approaches to HRM- soft hard, Strategic HRM, Managing HR Function: Organizing the HR Unit, Line and Staff Relationship, Policies and Procedures, Planning HR activities, Controlling HR Function **[6]**

HRP: Concept of HRP, Objective, HRP Process, Strategic role of HRP Job Analysis, Job Description, Job Specification and Job Design, Recruitment: sources/ Methods, Selection - Steps in selection procedures, Interview (Structured/ Non-structured), Induction and Placement. **[9]**

Training and Development: Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing, Career management and Talent Management. Nature, objectives and process; **[6]**

Performance management: Methods of performance appraisal; Potential appraisal; Employee counseling - Concept and policies. **Compensation** - Base and supplementary compensation; Individual, group and organization incentive plans, Fringe benefits, Performance linked compensation, Employee stock option, Job evaluation. **[7]**

Employee health and safety: Employee welfare; Social security measures, Employer-employee relations- An overview; Grievance handling and redressal, Industrial disputes: Causes and settlement machineries, Trade Union- Nature, Trade Union Movement in India, Strategic choices before managers and unions and managing unions. **[6]**

Virtual Organizations and role of HR: Managing Employee Downsizing, Employee Empowerment and Worker's Participation in Management, Changing Role of HR in Global Scenario. **[5]**

Text Books

1. Ashwathappa, K. (2015), "*Human Resource Management*", 7 Edition, New Delhi: McGraw Hill Education.
2. Dessler, G. and Varkkey, B. (2017), "*Human Resource Management*", 15 Edition, New Delhi, Pearson Education.

Reference Books

1. Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2009), "*Human Resource Management*", 5 Edition, New Delhi: McGraw Hill Education.
2. Mondy, A.W. and Noe, R.M. (2016), "*Human Resource Management*", 14 Edition, New Delhi, Pearson Education.
3. Banfield, P. and Kay, R. (2009) "*Introduction to Human Resource Management*", New Delhi: Oxford University Press.

Operations Management

MB.20.532 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Operations management exists in diverse types of functions, industries, organizations, and management jobs. Operations managers range from first-level supervisors to senior vice-presidents, who use a variety of resources to systematically plan, design, manage, and improve systems that effectively accomplish the operations task. The challenge for operations managers is to produce products and deliver services in a way that is compatible with the business strategy of the company.

Course Contents

Understanding Operations: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. **[4]**

Operations Strategy: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement. **[6]**

Supply Network Management: Designing and managing supply networks, The design of services and products, Process Design, Process Analysis, Location, Layout and flow, The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design. **[8]**

Measuring Product Development Performance, Service Encounters, Structuring the Service Encounter, Service-System Design Matrix, Managing Capacity, Managing Demand, Inventory Management. **[8]**

Quality Management & Control: Quality Concept, Costs, Tools, Statistical Process Control, Process Capability, Operations Strategy, Lean Synchronization, : Process Analysis – Process utilization and capacity, impact of variability, Understanding Supply Chain Management. **[8]**

Quality Management & Control: JIT and Lean Production , Performance Management System, Design of Operating Systems, Managing Projects, Linking Behavior to Operations, Linking Finance to Operations. **[5]**

Text Books

1. Chase, R.B., Shankar, R. and Jacobs, F.R. (2015), "*Operations and Supply Chain Management*", 14Edition, New Delhi: McGraw Hill Education.
2. Heizer, J. and Render, B. (2015), "*Operations Management: Sustainability and Supply Chain Management*", 11 Edition, New Delhi: Pearson Education.

Reference Books

1. Bedi, K. (2013), "*Production and Operations Management*", 3 Edition, New Delhi: Oxford University Press.
2. Buffa, E.S. and Sarin, R.K. (2008), "*Modern Production/Operations Management*", New Delhi: John Wiley and Sons.
3. Chary, S.N. (2015), "*Production and Operations Management*", 5 Edition, New Delhi: McGraw Hill Education.

Annexure

Business Environment

MB.20.542 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand the overall business environment and evaluate its various components in business decision making.
- To understand the real life situations vis-à-vis economic systems of India and other countries.
- To analyze the impact of economic reforms on different industries.
- Explore socio-cultural issues of the society that influence business decisions.
- To understand legal environment of business in order to comply with it.

Course Contents

Nature and Characteristics of Contemporary Business: Internal and external environmental factors, Environmental analysis and strategic management. **[4]**

Environmental Analysis and Forecasting: Environment scanning and its processes, Techniques for environmental forecasting, Benefits and limitations of environment forecasting. **[4]**

Anatomy of the Indian Economy: Economic system, Planning process, Trend in macroeconomic variables, Economic structure and the stage of development. **[12]**
Economic Policies: Determinants of National Income, Inflation, Fiscal policy, Monetary policy and Trade policy, Economic fluctuations.

Politico-legal Environment: Relationship between business and Government, Important business laws in India - Companies Act, Competition Law, FEMA, SEBI Act, and Consumer Protection Act. **[5]**

Impact of Culture and Values: Inter-relationship between business and society, Salient features of Indian culture and values and its impact on business, The stakeholder Model of business, Problems created by business, SA8000. **[5]**

Technological Environment: The contribution of technology, Integrating technology with Business, Technology transfer, Managing technology for development, Multinationals as source of technology. **[4]**

Economic Reforms in India: The New Economic Policy – Globalization, Exim policy, Banking policy and FDI policy, Reforms in capital market, Salient Features of WTO. **[5]**

Text Book:

1. Cherunilam Francis, Business Environment: Text & Cases, 17th revised edition, Himalaya Publishing House.

References Books:

1. AC Fernando, Business Environment (2011), Pearson Education.
2. Aswathappa K, Essentials of Business Environment (8th edition), Himalaya Publishing House.
3. Pailwar Veena Keshav, Economic Environment of Business (2009), PHI

Annexure

Women Entrepreneurship

MB.20.552 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

Gender is a critical factor as it shapes our understanding of whom and what can be legitimately recognized as an entrepreneur. This course seeks to develop an understanding of a woman entrepreneur and the specific requirements and conditions that affect the same.

Course Contents

Woman Entrepreneur: Profile of women-owned businesses, Typology of female entrepreneurs, The Socio-economic context of female entrepreneurship - Labour market structure, occupational segregation, gender pay gap, work-life balance, workplace discrimination, glass ceiling effect, sexrole inventory, gender role expectations of society, stereotyping, perception towards female underperformance. **[8]**

Feminist approaches: Defining gender, Sensitivity and women, Role expectations for women, House work versus office/business work, Double roles of women, Role of women in family businesses, The 5M framework, Female networking, gender roles and activities, Resources- Access to entrepreneurial capital, Social capital, Human capital, Financing women owned businesses, Accessing finance, Challenges faced by women entrepreneurs, Venture capital funding for women. **[8]**

Entrepreneurship as empowerment: High technology entrepreneurship and women entrepreneurs, Science and technology enterprises, Gender and technology, Entrepreneurship, Gender and empowerment, Entrepreneurial opportunities for women, Motivating women entrepreneurs. **[7]**

Women entrepreneurs in India: Rural and urban, Roles, Education levels, Social roles and perception of women, Potential projects, Social entrepreneurship, Role of women in the economy, Role of women in the earning potential of a household, Reception of women entrepreneurs, Obstacles faced by women entrepreneurs, Needs of women entrepreneur, Efforts to increase women entrepreneurship in India, Programs for women entrepreneurs, Institutions engaged in promoting women entrepreneurship. **[10]**

Case studies of Women entrepreneurs. **[6]**

Text Books:

1. McAdam, M., Female Entrepreneurship, Routledge
2. Case Studies = Menon, S., Leading Ladies, Vol. I and II, Fortytwo Books, Mumbai.

References Books:

1. Lavanya, T., Women Empowerment through Entrepreneurship, New Century Publications
2. Kumar, Anil, Women Entrepreneurship in India, Regal Publications
3. Singh, A.K., Suguna, K. and Reedy, R.V.M, Women Entrepreneurship, Vol. I & II, Serials Publications
4. Guillen, M.F. , Women Entrepreneurship, Routledge
5. Kirpal, A., Women Entrepreneurs, Sage Publishers
6. Jauhari, V., Griffy-Brown, C., Women, Technology and Entrepreneurship, Reference Press

Annexure

Legal Aspects of Business

MB.20.562 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To provide an overview of important laws those have a bearing on the conduct of business in India.
- To address current issues in the Corporate Tax, contracts, sales and labor law and assess the impact of these laws on business.
- To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.
- To understand electronic governance and electronic records and various modes of dispute resolution in business transactions.

Course Contents

The Indian Contract Act, 1872: Contract defined, Establishing the contract - Offer and acceptance, Essentials of a valid contract, Performance of contract, Breach of contract and its remedies, Contingent contract, Quasi contracts, Agency. **[6]**

The Companies Act, 2013: Major principles – Nature and types of companies, Formation - Memorandum and Articles of Association, Prospectus, Power, Duties and liabilities of directors, Winding up of companies, Corporate Governance. **[8]**

The Sale of Goods Act, 1930: Nature of contract of sale, Conditions and warranties, Transfer of ownership and delivery, Rights of unpaid seller and rights of buyer. **[5]**

Industrial laws: An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act, Minimum Wage Act. **[6]**

The Competition Act, 2002: Competition commission – aims and objectives, Major concepts, Prohibition of anti-competitive agreements, Prohibition of abuse of dominant position, Regulation of combination, Power of commission. **[5]**

Consumer Protection Act, 1986: Consumer and complainant, Consumer rights, Procedures for consumer grievances redressal, Types of consumer redressal forums. **[5]**

The Information Technology Act, 2000: Objectives, Acknowledgement and dispatch of electronic records, Digital signature, Duties of subscriber, Penalties and adjudication. **[4]**

Text Book:

1. Pathak Akhileshwar, Legal Aspects of Business, 6th Edition, McGraw Hill (India).

References Books:

1. Kapoor N.D., Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
2. Kumar Ravinder, Legal Aspects of Business, Third Edition (2013), Cengage (India).
3. Tulsian P.C. and Tulsian Bharat, Business Law.

FIFTH YEAR AUTUMN SEMESTER - IX

Annexure

Strategic Management

MB.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course provides participants a general management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

Course Contents

Concept, Nature and Scope: Definitions of various strategic terms – Strategy, Corporate Strategy, Business Strategy, Operational Strategy Competitive Advantage and generic building blocks, Sustainable Competitive Advantage, Resources, Capabilities, Resource Based View of the Organization, core competency, distinctive competency, Mission, Visions, Goals, Objectives, Business Model Strategy Making Process: cursory concepts. **[7]**

External Analysis: Strategic Groups, Competitor Analysis: Porter's FFF, EFE (External Factor Analysis) Industry Life Cycle, PESTLED, CPM Matrix (Competitive Profile) Matrix Internal Analysis: Value Chain Concept and Analysis, IFE (Internal Factor Evaluation) Matrix SWOT, TOWS matrix, SPACE matrix. **[8]**

Competitive positioning and the business model: Competitive positioning and business- level strategy, Competitive positioning: Generic business level strategies, Dynamics of competitive positioning. Strategies in fragmented, embryonic, growth industries, Navigating through life cycle to maturity, Strategy in mature and declining industries, Game Theory. **[9]**

Corporate-level Strategy: Horizontal and Vertical Integration, Cooperative Relationships, Strategic Outsourcing, Related and Unrelated Diversification Strategy in the Global Environment: Porter's Diamond, Profitability and profit growth through global expansion, Cost reduction and local responsiveness pressures, choosing a global strategy, Basic entry decisions, Global strategic alliances, Mergers and Acquisitions Strategic Change and **[9]**

Turnaround Strategy: Change Management, Turnaround Strategy. Implementing Strategy through Organizational Design: Controls, Structure, Culture; Building Distinctive Competencies at the functional level implementing strategy in companies operating in single industry, across industries and countries Strategic Audit; Strategy Review, Evaluation and Control – Balanced Score Card. **[6]**

Text Books

1. Barney, J.A. and Hesterly, W.S. (2010), "*Strategic Management and Competitive Advantage*", 5th Edition, New Delhi: Pearson Education.
2. Pearce, J.A. II, Robinson, R.B. and Mittal, A. (2016), "*Strategic Management: Formulation, Implementation and Control*", 12th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dess, G.G., Lumpkin, G.T., Eisner, A.B., McNamara, G. and Kim, B. (2013), "*Strategic Management: Creating Competitive Advantages*", 6th Edition, New Delhi: McGraw Hill Education.
2. Hill, C.W.L., Schilling, M.A. and Jones, G.R. (2017), "*Strategic Management Theory: An Integrated Approach*", 12th Edition, New Delhi: Cengage Learning.

Summer Internship Project

MB.20.613 **0-0-0-3**

Course Objective:

The summer internship project is designed to engage the participants in a field experience with an opportunity to share their hands on experiences and corporate insights, to explore the links between participants' academic preparation and their field work, and to assist participants in developing and carrying out the summer project which will serve to culminate their corporate internship experience. Internships are individualized and tailored to the needs and interests of each participant in the program. As part of the internship experience, participants are expected to take an active role in finding an appropriate internship for themselves.

Course Contents

Summer internship project is a three credit (full-time) course in which participants must enroll. Participants must maintain a journal of their daily activities and complete a paper analyzing their organizations' mission, structure, accomplishments, and current projects.

Duration: 8 weeks

The evaluation for this course will be determined as follows:

Evaluation pattern shall be – Report: 75% weight and Final Viva-Voce: 25%.

Statement on Academic Dishonesty

Academic dishonesty is defined to include any form of cheating and /or plagiarism. Cheating includes, but is not limited to, such acts as stealing or altering testing instruments; falsifying the identity of persons for any academic purpose; offering, giving, or receiving unauthorized assistance on an examination, quiz, or other written or oral material in a course; of falsifying information on any type of academic record. Plagiarism is the presentation of written or oral material in a manner which conceals the true source of documentary material, or the presentation of material which uses hypotheses, conclusions, evidence, data, or the like, in a way that the participant appears to have done work which she did not, in fact, do.

Security Analysis and Portfolio Management

FM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved.
- The course is designed with a view to acquaint the students with the working of security market and principles of security analysis
- To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Contents

Role of Security Markets in Economy: Organization and Mechanics of Indian Security Markets, Various Securities and their Characteristics, Objective of the Security Analysis Functions of an Organized Security Market, Mechanics of Security Trading, Various Types of Security Markets and their Functions. **[8]**

Stock Exchanges: OTCEI, Depository, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market, Risk and Return, Utility Theory, Portfolio Theory, CAPM, APT, Multi-factor Models, Options and Futures, Security Analysis. **[10]**

Fundamental Analysis: Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm, Pricing of Security (IPOs and Seasoned Equity Open), Financial Statement Analysis, Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factors, The Risk Factors, including Internal Risk, Technical Analysis of Security Pricing, Market Efficiency and Behavioral Finance. **[10]**

Portfolio Management: Portfolio Theory, Portfolio Criteria, Efficient Set, Portfolio Selection and Diversification, The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model), Portfolio Management, Portfolio Objective, Size of Portfolio, Selection Basis and Readjustment, Timings of Disinvestment, Market Microstructure. **[11]**

Text Books

1. Fischer, D.E. and Jordan, R.J. (2009), "*Security Analysis and Portfolio Management*", 6th Edition, New Delhi: Prentice Hall of India.
2. Prasanna, C. (2102), "*Investment Analysis and Portfolio Management*", 4th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Elton, E.J., Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2014), "*Modern Portfolio Theory and Investment Analysis*", 9th Edition, US: Wiley.
2. Marcus, A.J., Mohanty, P., Bodie, Z. and Kane, A. (2009), "*Investments*", 8th Edition, New Delhi: McGraw Hill Education.
3. Reilly, F.K. and Brown, K.C. (2011), "*Investment Analysis and Portfolio Management*", 10th Edition, Cengage Learning.

Corporate Finance

FM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques for analyzing corporate study and understanding.
- To assess and compare the mechanics of discounting cash flows and free cash flows under budgeting criteria.
- To understand the debt structuring for optimal capital structure.
- Evaluate the optimal capital structure and effect of leverage on capital structure.

Course Contents

Introduction to Corporate Finance: Finance function and the role of financial manager, impact of corporate governance on financial decision making; the goal of the firm. **[5]**

Valuation and Capital Budgeting: The analysis of discounted Cash Flow Valuation, FCFF evaluation criteria, EV and EVA valuation Making Capital Investment decisions, and mechanics of Interest Rates & Bond Valuation, duration, convexity and term structure of financial assets, Stock Valuation **[10]**

Risk : Risk & Return, Capital Asset & Pricing Model, Cost of Capital &Valuation **[7]**

Corporate Financing decision: Financial leverages and capital structure policy, Optimum capital structure: concepts, Limit to the use of debt. Long term financing: Leasing, Capital budgeting impact of inflation and taxes, Valuation and Capital Budgeting for the levered firm, Practical problems in capital budgeting, Capital investment decisions, dividend and other payouts. **[10]**

Long term financing: Leasing, hire purchase, factoring. **[7]**

Text Books

1. Damodran, A. (2014), "*Applied Corporate Finance*", 4th Edition, New Delhi: John Wiley and Sons.
2. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K. (2017), "*Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Berk, J. and DeMarzo, P. (2017), "*Corporate Finance*", 4th Edition, New Delhi: Pearson Education.
2. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P. (2014), "*Principles of Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.
3. Damodran, A. (2007), "*Corporate Finance: Theory and Practice*", 2nd Edition, New Delhi: John Wiley and Sons.

Banking Insurance and Management

FM.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to nurture the knowledge of operations of BFSI. With the advent of market oriented approach financial sector, mainly banking and Insurance face the challenge to continuously innovate and improve their products and services. This calls for excellence in the performance of operations of BFSI. This course provides detailed understandings of operations' of BFSI. This course designed to assist the students in understanding both the theoretical and practical of operations of BFSI.

Course Contents

Introduction to Financials Services: Meaning and concepts of banking, Functions of banks. Study on concepts, purposes and mechanism of Insurance, Principles of insurance, and types of insurance, essential feature of insurance contracts. Credit Management in Banks, Types of credit, Modes of credit delivery– Loan Policy, Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs. **[7]**

Treasury Management, Objectives of Treasury, structure & Organization, Functions and Responsibility of Treasurer, Cost Centre, Profit Centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS. **[7]**

BASEL Norms - Three pillars of BASEL Norms and Capital for Operational risk, Frame work for risk management, RBI guidelines on risk management , Risk rating and risk pricing , Methods for estimating capital requirements , Credit risk - standardized approach, advanced approach, Credit rating / credit scoring and rating system design. **[7]**

Product development in the life and non-life insurance sectors in India, Insurance Underwriting - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting. **[7]**

Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement, Insurance and Risk - significance of insurance and risk, Risk Management Process, role of risk evaluation in the process of insurance product formation, principles of insurance pricing and marketing, **[5]**

Elements in Computation of Life Assurance Premium –Mortality, Interest, Expenses, Level Premium System, Calculation of Age, Steps involved in calculation of premium, tools and techniques used in pricing individual life and health insurance. **[6]**

Text Books

1. Dorfman, M.S. (2012), "*Introduction to Risk Management and Insurance*", 10 Edition, New Delhi: Prentice Hall of India.
2. Indian Institute of Banking and Finance (2017), "*Theory & Practice of Treasury and Risk Management in Banks*", 2 Edition, New Delhi: Taxmann Publications.

Reference Book

1. Indian Institute of Banking and Finance (2015), "*Insurance Products (Including pension Products)*", New Delhi: Taxmann Publication

Annexure

FINANCIAL STATEMENT ANALYSIS

FM.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- We will incorporate key elements that you have learned in your other classes and apply this knowledge systematically to analyses the financial statements.
- The students will understand how to use ratios to compare a firm to its competitors and to evaluate changes in ratios over time. You will also know how to use these ratios to help forecast the future.
- Evaluate a firm's financial performance through both quantitative and qualitative analyses
- Have a framework for linear forecasting future earnings and predicting the stock market's response to quarterly earnings announcements.

Course Contents

Understanding Financial Statements: Notes to financial statement, additional information in annual report segment reporting- full disclosure- management discussion and analysis, **[5]**

Statement of Cash Flows: Comparative statement-common size, vertical and horizontal analysis Overview of Financial Reporting. **[7]**

Financial Statement Analysis: Interpretation Liquidity and solvency analysis using financial statements- the dilemma of cause and effect- Prerequisites of an effective financial statement- case studies. Computation of ROI, PE Ratio, Profitability Ratio, Financial condition ratio operational and managerial efficiency. **[8]**

Tools for Financial Statement Analysis: solvency ratio- Dividend policy- Growth measure- Computation of CAGR, PEG ratio, Du Pont analysis. Financial, planning and strategy, **[8]**

Advance analysis in Financial Statement: Financial forecasting; exponential smoothing, stationary time series and their properties; random walk model; unit roots, tests of stationarity; financial forecasting with AR, MA and ARMA models, Box-Jenkins methodology for ARIMA models, **[11]**

Text Books:

1. Khan and Jain ; Financial management,6th edition, McGraw Hill (India).
2. Tsay.S.R; Analysis of Financial Time Series: Financial Econometrics, 3rd Edition, 2010, WSE, (US)

References Books:

1. Pandey.M.I ; Financial management; 11th Edition, 2018, Vikas Publication(India)
2. Wang.P; Financial Econometrics (Routledge Advanced Texts in Economics and Finance), 2008, Routledge (US)
3. Subramanyan.R.K, Wild.J.J; Financial Statement Analysis; 10th Edition, Mc Graw Hill (India)

Annexure

Organization Development Systems

HR.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Students will learn how to improve individual, group/team and organizational performance through the use of OD techniques or interventions like group dynamics, training, culture change, and work-life balance.

Course Contents

Introduction: Leading Change – Why transformation efforts fail? **[2]**

Evolution and relevance of OD: Laboratory training background, Action research and survey feedback background, Participative management background, Productivity and quality of work background. **[4]**

Nature of Planned Change: Theories of planned change, General model of planned change, Types of planned change, designing intervention. **[4]**

The OD Process: Entering and contracting, Diagnosing organizations, Diagnosing groups and jobs, Collecting and analyzing diagnostic information, Feedback diagnostic information, Designing Interventions. **[6]**

Human Process Interventions: Executive coaching, Training and development, Team building, Conflict resolution, Improving interpersonal and intergroup relations. **[6]**

Techno Structural Interventions: Restructuring organization, Employee involvement, Work designs, Responsibility charting. **[5]**

Human Resource Management Interventions: Performance management, 360 degree feedback, Leadership development, Diversity management, Mentoring programs, Developing and assisting members. **[6]**

Strategic Interventions: Environmental framework, Competitive and collaborative strategies, Culture change, Learning and knowledge management. **[4]**

Special Applications of OD: OD in Global Setting, OD in non-industrial setting, Future directions in OD. **[2]**

Text Books:

1. Thomas G. Cummings and Christopher G. Worley (2015), *"Organization Development and Change"*, 10th Edition, New Delhi, Cengage Learning.
2. Bhattacharya Dipak Kumar (2014), *"Organization Change and Development"*, 1st Edition, New Delhi, Oxford University Press.

Reference Books:

1. Krishnamacharyulu CSK and Ramkrishnan Lalitha (2014), *"Organization Development"*, 1st Edition, New Delhi, PHI.
2. Wendell L. French, Cecil H. Bell, Robert A. Zawacki (2015), *"Organization Development and transformation-Managing Effective Change"*, New Delhi, Tata McGraw Hill.
3. Jim Grieves, (2010*), "Organizational Change-Themes & Issues"*, New Delhi, Oxford University Press.

Annexure

Talent Management

HR.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The objective of the course is to make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization. Students will develop a conceptual understanding of the management of talents in the competitive environment.

Course Contents

Introduction: Concept, Scope, Models/Approaches, Difference between talents and knowledge, Talent value chain, Elements of talent friendly organizations, Talent management process, Competitive advantage. **[5]**

Components of TMS: Challenges of TMS, Building blocks of TMS, Role of HR manager, Competency mapping, Process and Methods of competency mapping, Strategic performance appraisal, Designing the TMS. **[7]**

Talent Planning: Concept, Succession management process, Integrating succession planning and career planning, Designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent. **[8]**

Potential identification: Coaching, Mentoring, training and development with talent management, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system **[7]**

Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success **[7]**

Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India **[5]**

Text Books

1. Berger, L.A. and Berger, D.R. (2010), "*The Talent Management Hand Book*", 2nd Edition, New Delhi: McGraw Hill Education.
2. Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. (2008), "*Human Resource Management: Gaining a Competitive Advantage*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chowdhary, S. (2009), "*The Talent Era*", 1st Edition, New Delhi: Pearson Education.
2. Shukla, R. (2009), "*Talent Management*", 1st Edition, New Delhi: Global India Publications Pvt. Ltd.
3. Snell, S.A. and Bohlander, G.W. (2012), "*Managing Human Resources*", 16th Edition, New Delhi: Cengage Learning.

Annexure

Industrial Relations

HR.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The aim of this course is to make participants conversant regarding conflict management in legal perspective and judicial system pertaining to labor management relations. Participants will be familiar with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes. This course also allows participants to view industrial relations within an international context as well as providing an insight into the workings of the Indian labour market.

Course Contents

Industrial relations: Definition – Nature - Evolution of IR in India - Context and environment of IR - Three actors and their roles in IR -Approaches to IR and HR Relations - Gandhian approach - Marxian approach and Dunlop's Systems approach. Emerging Trends in IR, Future of IR in India **[9]**

Role of trade unions: Trade union in India, National level federations, Goals and objectives of unions and union leadership, Weaknesses in trade unions, Types of trade unions, Theories of trade unionism, Cross cultural aspects of union management relations, Trade Union Act 1926 - An overview, Union recognition, De –unionization strategies. IR policies: The state and IR policies - Evolution of IR policies - National Commission on Labor and IR policy (1969). **[10]**

Grievance procedure: discipline - Labor courts - Collective bargaining: concept and development - Industrial unrest in India. Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes - Lockouts - Lay Off-Retrenchment - Unfair Labor Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling. **[10]**

Industrial Democracy: Concept and scope of industrial democracy, Worker's participation, Objectives for successful participation, Strategy, Practices, Behavioral science contribution and models, Rationale for participation, Issues in participation, Strategies for making participation work and making participation more effective. Labor legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen's Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965. International experiences, Emerging trends and Future role of IR. **[10]**

Text Books

1. Sinha, P.R.N., Sinha I.B. and Shekhar, S.P. (2013), "*Industrial Relations: Trade Unions and Labour Legislation*", 2nd Edition, New Delhi: Pearson Education.
2. VenkataRatnam, C.S. and Dhal, M. (2017), "*Industrial Relations*", 2nd Edition, New Delhi: Oxford University Press.

References Books

1. Bray, M., Deery, S., Walsh, J. and Waring, P. (2011), "*Industrial Relations*", 3rd Edition, New Delhi: McGraw Hill Education.
2. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012), "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi: McGraw Hill Education.

Annexure

Human Resource Analytics

HR.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
To provide the students understanding of concepts, tools and techniques of HR Analytics that could be applied to make human resource management evidence based.

Course Contents

Introduction to HR Analytics: Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model. **[6]**

Creating Business Understanding for HR Initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics. **[8]**

Forecasting Budget Numbers for HR Costs: Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions. **[8]**

Predictive Modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning. **[5]**

Communicating with Data and Visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues. **[8]**

Predictive Modelling in HR: Logistic regression; Decision tree; Creating a policy on the basis of analytics. **[4]**

Text Book:

1. Bhattacharyya, Kumar, D. (2017), HR Analytics - Understanding Theories and Applications, Sage Publications India.

Reference Book:

1. Ramesh Soundararajan, Kuldeep Singh (2016), Winning on HR Analytics - Leveraging Data for Competitive Advantage, Sage Publications India.

Consumer Behavior

MM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course is offered as a marketing elective in the third semester. It helps students understand the behavior of consumers before and after purchase. The course helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions.

Course Contents

Introduction to consumer behavior: Nature and scope and application Segmentation Application of consumer behavior in marketing, Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques. **[7]**

Individual determinants: Consumer needs and motivation, Theories of personality and their implication for consumer, Behavior Consumer perception and attitude Theories of learning and communication **[7]**

Consumer decision processes: Problem recognition Search and evaluation Purchasing processes and post purchase behavior Opinion leadership and its dynamics, Modeling consumer behavior: Economic model-psychoanalytical model, sociological model, Howard Seth model-Nicosia model-Engel Blackwell model, VALS2. **[9]**

Consumers in their social and cultural settings: Group dynamics Reference groups and consumer behavior Influence of family and social class Influence of cultural and cross-cultural aspects of consumer behavior, Motivation – needs - goals- dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioral perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow's hierarchy of needs- Properties of motivation- Three main types of conflicts- Attitudes-definition beliefs- affect behavioral intention-attitude changing strategies- Elaboration Likelihood model and celebrity endorsements. **[9]**

Consumption and post purchase behavior: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process – Measuring customer satisfaction **[7]**

Text Books

1. Schiffman, K., Kanuk, L.L. and Kumar, S.R. (2015), "*Consumer Behavior*", 11th Edition, New Delhi: Pearson Education.
2. Hawkins, D.I., Motherbaugh, D.L. and Mookerjee, A. (2014), "*Consumer Behavior: Building Marketing Strategy*", New Delhi: McGraw Hill Education.

Reference Books

1. Chaudhuri, A. (2007), "*Emotion and Reason in Consumer Behavior*", New Delhi: Elsevier, Butterworth-Heinemann.
2. Lindquist, J.D. and Sirgy, M.J. (2009), "*Shopper, Buyer, and Consumer Behavior: Theory and Marketing Applications*", New Delhi: Biztantra Dreamtech Press.
3. Solomon, M.R. (2013), "*Consumer Behavior: Buying, Having, and Being*", 10th Edition, New Delhi: Prentice Hall of India.

Annexure

B2B Marketing

MM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To analyze the process of developing and managing industrial products.
- To provide participants with an understanding on how the basic principles of marketing are applied to the B2B arena and where are the comparisons and contrasts with consumer marketing.

Course Contents

Nature, Scope and Challenges of Business Marketing: Differences between B2B Marketing and B2C Marketing, Challenges of B2B Marketing, Business Market Processes, Working Relationships and Business Networks. **[3]**

Business Customer's Buying Process and Behavior: Understanding Purchasing Orientation, The Concept of Buying Centre, Modeling Business Customer's Buying Behavior, Understanding the Buying Process, Evaluation of supplier Performance. **[3]**

Segmentation of business market: Identification of Relevant Bases of B2B Markets, Approaches to segmenting B2B, Segmenting B2B Customers in Mature Market, Cost-Benefit Analysis of segmentation decisions. **[4]**

High-tech Industrial product development and marketing: The growth of New-to-the World Technologies, Technology Forecasting, Technology Appraisal, Managing Technological Risk, Critical Issues Facing High – Tech Markets, The Future of Technology Commercialization. **[4]**

Managing Mature Industrial Products: Concepts of Market life Cycle, Key Concepts of Commoditization, Flexible Market Offerings. **[3]**

Pricing of Industrial Products: Relevant Cost for Pricing of Industrial Products, Factors Determining Industrial Buyer's Price – Sensitivity, Perceived Value Pricing model for Industrial Products, Competitive Bidding, Price Negotiations, Pricing OEM Manufacturer's Product, Lease Pricing, The Future: Pricing and the World Wide Web. **[4]**

Business –to–Business Distribution: Distinctive Aspects of Business–to–Business Channels, Business Customer's Channel Function Requirements, Types of Intermediaries in Business – to –Business Distribution, Multiple Channels, Hybrid Channels and Adaptive Channels. **[4]**

Logistics of Industrial Products: Special Role of Logistics in Industrial Products Distribution, Warehousing Decisions, Transportation Decisions, Inventory Decisions, Handling and Storage Decisions. **[4]**

Business to Business Communication: Communication Channels for Industrial Marketer, Trade shows, Managing Industrial Advertising Effort. **[3]**

Personal Selling of Industrial Products: Role of Personal Selling in B2B Markets, Team Selling for Complex Industrial Products, Consultative Selling for Complex Industrial Products, Key Account Management in B2B Market. **[3]**

Customer Service for Industrial Products: Elements of Customer service for Industrial Products, Establishing Customer Service Strategy, Customer Service and Internal Marketing, Improving Customer service by Digitization of Business. **[4]**

Text Book

1. Reeder, R.R., Brierty, E.G., Reeder B. (2012) *Industrial Marketing Analysis, Planning & Control*, New Delhi: Prentice Hall.

Reference Books

1. Vitale, G. (2012). *Business-to-Business Marketing, Analysis and Practice in a*

Dynamic Environment. New Delhi: Thomson Press Publications.
2. Hutt, M.D., Speh, T.W.(2012). Business Marketing Management. New Delhi: Cengage Learning.

Annexure

Marketing of Services

MM.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To develop students' understanding of the aspects of marketing those are of particular relevance to service organizations.
- Provide a theoretical and practical basis for assessing service performance through the use of frameworks, strategies, and tools.
- To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions

Course Contents

Concepts and Issues of Services Marketing: Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of the service economy, Factors affecting growth of the service sector. Strategic Issues in Services Marketing **[7]**

Consumer Behavior in Services: Search, Experience, and Credence Properties, Consumer Choice, Consumer Experience, Post-experience evaluation The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance **[4]**

Concept of Service Marketing Mix: Price ,pricing concepts and issues in pricing, pricing policy, and pricing approaches, Managing Capacity and Demand; **[7]**
Delivering Value through Pricing, Approaches to Delivering Value through Pricing Integrated Service Marketing Communications and Promotion: internal and external communication and issues in service promotion, Place: service distribution, channel options and service distribution strategy, Delivering service through intermediaries, Franchising, Agents and Brokers, Electronic channels

Strategies in service marketing: Segmentation, Targeting, Differentiation and positioning of services. Service Design and the cost of providing service Customer's Role in Service Delivery. **[8]**
People: internal marketing and employee motivation, Physical Evidence, Service scapes, Dimensions of the service environment
Service Process: Service Blueprinting; Role of People in Service Production and Delivery, Creating the Right Service Culture
Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process.

Service Design and Managing Service Quality: Essentials of a service system, Components of services, Designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management. Understanding Service Quality and Its Dimensions; Assessing Gaps in Service Quality, Experiential Marketing, Managing Relationships and Building Loyalty **[7]**
Relationship Marketing, Customer Loyalty Management, Customers' Life Time Value Service Recovery, Impact of Service Failure and Recovery.

Application of Services Marketing Concepts: Financial services, Hospitality services, Health services, Educational services, and professional services. **[6]**

Text Book

1. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. and Pandit, A. (2017), "*Service Marketing: Integrating Customer Focus Across the Firm*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Book

Annexure

1. Wirtz, J. and Lovelock, C. (2016), "*Services Marketing: People, Technology and Strategy*", 8th Edition, Chennai: World Scientific.

Annexure

Sales and Distribution Management

MM.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To develop understanding and appreciation of the Sales & Distribution processes in organizations.
- Be able to manage the sales function including sales forecasting, budgeting, quotas and territories design and management.
- Become adept at selling through proper understanding of the process of selling. Manage sales force from recruiting to motivating and compensating.
- Understand importance of effective distribution decisions. Develop and manage channels of distribution.
- Understand the role of inventory, transportation and warehousing in providing place utility for customers.

Course Contents

Introduction to Sales Management: Introduction, Nature, Role and Importance. Personal Selling and Industrial Selling, product selling and service selling, Sales Management Process. **[4]**

The Sales Organization: Sales Organization Structures, Management of Sales Territory-Management of Sales Territory-Designing Sales territory, Beat planning- routing and scheduling, Determining the size of sales force and allocating sales territories. Sales Quota, Sales forecasting, Sales Budget and Budgeting procedures, **[6]**

Personal Selling: Selling Process. Selling skills and Strategies. Buyer-Seller Dyads; Theories of Selling – AIDAS; Right Set of Circumstances Theory; Buying Formula; Behavioural Equation Theory; Personal Selling – Steps; Changing Face of Personal Selling; Diversity of Personal Selling Situation and Formulating Personal Selling Strategy. **[8]**

Sales Force Management: Recruitment and selection of Sales Force, Training the Sales Force, Sales Force Motivation, Sales Meetings and Contests, Compensating Sales Personnel, Evaluation and Supervising Sales Personnel, Sales Force Automation; Controlling the selling effort-Sales volume and Cost analysis, **[6]**

Distribution: Concept and growing strategic role of distribution in corporate performance, Distribution channel structure and network, distribution channel institutions (wholesaling and retailing, modern retailing formats), Role and Function of marketing intermediaries; marketing channel relationship, Channel dynamics, Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – vertical marketing systems; horizontal marketing systems; Omni channel marketing systems, Channel performance evaluation tools, cybermediary, infomediary, disintermediation, reintemediation, and intermediary empowerment, e- tailing, Channel Conflict and their Management, **[8]**

Strategic element in distribution management: total cost approach to logistics, customer services, finished goods inventory management, transportation and fleet management, warehousing and order management, IT and logistics management. Distribution: Design of Distribution Channel, Management of Channels (Co-operation, Conflict and Competition, Wholesaling, Retailing. Channel Evaluation-Channel Profitability Analysis-ROI. **[7]**

Text Books:

1. Still, R.R., Cundiff, E.W., Govoni, A.P.N. and Puri, S. (2017), "Sales and Distribution Management", 6th Edition, New Delhi: Pearson Education.
2. Havaldar, K. and Cavale, V. (2006), "Sales and Distribution Management: Text and Cases", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books:

1. Churchill, F. and Walker, J.T. (2000), "*Sales Force Management*", New Delhi: McGraw Hill Education.
2. Stern, W.L., Adel, I.E. and Coughlan, T.A. (2001), "*Marketing Channels*", New Delhi: Prentice Hall of India.
3. Panda, T.K and Sahadev, S. (2016), "Sales and Distribution Management", 2nd Edition, New Delhi: Oxford University Press

Annexure

International Marketing

MM.20.643 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course aims to develop students' understanding of the importance of international marketing as well as how to build, measure, and manage product and services for international markets. This courser intends to orient students to the role of international marketing in the past, present, and future. It explains how international marketing has gradually evolved, defines international marketing, and highlights the many international constraints that exist on domestic economic policy and policymakers.

Course Contents

Introduction: Nature, importance and scope of international marketing, International market orientation and involvement, International marketing management process, Scanning and monitoring global marketing environment, International marketing information system **[4]**

International Market: Segmentation and Positioning, Screening and selection of markets, International market entry strategies, Exporting licensing contract manufacturing, Joint venture, Setting-up of wholly owned subsidiaries aboard **[6]**

International Product Planning: Major Product decisions, Product features and quality, Product design, labelling; packaging; branding and product support services; product standardization vs. adaptation, Managing product line, International trade, product life cycle, New product development **[8]**

Pricing for International Markets: Pricing strategies, Factors affecting international price determination; environment factors affecting international prices, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing, International dumping, Financing marketing transactions **[6]**

International Distribution Decisions: The structure of international distribution systems, Distribution channel strategy – international distribution channels their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management ; international distribution logistics, Inventory management transportation; warehousing and insurance, International direct marketing, Leveraging international distribution for competitive advantage **[8]**

International Promotion Strategies: International promotion mix; push and pull strategies, Communications across countries-complexities and issues, International promotion tools and planning – Advertising; personal selling; publicity and sales promotion; challenges of international advertising; global media strategy, Developing international promotion campaign; Standardization vs. adaptation issue, Planning for direct mail, sales literature, trade fairs and exhibitions. **[7]**

Text Books

1. Czinkota, M.R. and Ronkainen, I.A. (2015) *International Marketing*. 10th Ed. Delhi: South- Western, Cengage Learning India Pvt. Ltd.
2. Cateora, P.R., Graham, J.L. and Salwan, P. (2008) *International Marketing*. 13th Edition. Delhi: McGraw Hill Education.

Reference Book

1. Albaum, G. Strandskov, J. and Duerr, E. (2006) *International Marketing and Export Management*. Seventh Edition. New Delhi: Pearson Education.

Macroeconomic Theory and Policy

BE.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To sensitize students, need for understanding of macroeconomic theories and policies.
- To equip students, understand open economy macroeconomics, foreign trade, competitiveness and productivity and strategic trade theories and policies; and
- To help students analyze complex economic environment, macroeconomic policies and its implications for business strategy in emerging environment.

Course Contents

Introduction: Introduction: Nature and Scope of Macroeconomics, Determination of National Income with government, Circular Flow of Income in two, three, and four-sector model. The Classical Full-Employment Model, Keynes's Theory of Employment: An Outline; Keynes's Simple Two-Sector Model, Concepts of Inflationary and Deflationary Gaps. **[9]**

Economy in the short run: Determination of aggregate demand, shifts in aggregate demand, aggregate supply in the short and long run, and aggregate demand aggregate supply analysis (AD-AS Model), Theory of Multiplier, IS–LM framework, fiscal and monetary policy. **[6]**

Money and Labour Market: Inflation: Causes of rising and falling inflation, inflation and interest rates, social costs of inflation. Unemployment – natural rate of unemployment, types and reasons of unemployment. Phillips curve, the trade-off between inflation and unemployment. Demand for Money – Keynes's Liquidity Preference Theory of Interest. Supply of money and its determinants. **[7]**

Business Cycles and Open economy: Business Cycles: Meaning, Characteristics, Kaldor and Goodwin's Models of Business Cycles Open economy – flows of goods and capital, saving and investment in a small and a large open economy. Exchange rates, Theories of Exchange Rates, Mundell – Fleming model. **[7]**

Public Finance and Theories of Economic Growth: Public Finance: Public Expenditure, Financing of Government Expenditure, Taxation Government Borrowing or Debt-Financing of Budget Deficit Economic Growth: Economic Growth and its Determinants, Harrod-Domar Model of Growth Analysis **[10]**

Text Books

1. Ahuja, H.L.(2010), Macro Economics: Theory and Policy. S Chand.
2. Moorthy, Vivek (2016) Applied Macroeconomics: Employment, Growth and Inflation, IK International Publishing House Pvt. Ltd

References Books

1. Mankiw, N. Gregory. Principles of Macroeconomics. Cengage Learning
2. Robert J Gordon, Macroeconomics, Pearson Education
3. Branson, William H. Macroeconomic Theory and Policy. HarperCollins India Pvt. Ltd
4. Rudiger Dornbusch and Stanley Fischer, Macroeconomics. McGraw-Hill Education.

Demand and Business Forecasting

BE.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Identify the factors that affect demand and business
- Expose to the data types and identification problem
- Equip with qualitative and quantitative forecasting techniques (with focus on Non-econometric techniques)
- Illustrate the forecasting techniques with the help of computer software's
- Enable the interpretation of results

Course Contents

Overview of demand & business analysis:- significance of demand analysis and business forecasting, determinants of demand, elasticity of demand, relationship between revenue and elasticity **[5]**

Estimation of demand & business:- marketing research techniques; variable identification, time series & cross sectional data collection; specification of the model, estimation of parameters, interpretation of regression statistics **[7]**

Forecasting demand and business:- introduction to forecasting models; selecting a forecasting technique; purpose of forecast, type of users, patterns in the data series, minimum data requirement, desired accuracy, cost of forecasting, qualitative forecasting techniques: survey & opinion polling techniques **[8]**

Quantitative forecasting techniques: time series analysis; trend analysis, dummy variables and interaction terms (cyclical and seasonal effect), time series data stability **[9]**

Errors in Model: Heteroscedastity, auto-correlation,multicollinearity and variable selection, solution of model miss-specification and diagnostic checking, fine- tuning your model: predictive powers vs. Model fit, ARMA,ARIMA, and panel regression model **[10]**

*Use of Software Packages for Forecasting Excel Spreadsheet, SPSS, etc.

Text Book

1. Kolassa, S.; Siemsen, E. (2016), Demand Forecasting for Managers, Business Expert Press

References Books

1. Chase, Charles W. (2013), Demand–Driven Forecasting: A Structured Approach to Forecasting (Wiley and SAS Business Series) 2nd edition, John Wiley & Sons.
2. Gujarati,Damodar; Porter,Dawn; Gunasekar,Sangeetha(2017), Basic Econometrics 5th Edition, Pub. Mcgraw.
3. Ord, K.; Fildes, R. (2012), Principles of Business Forecasting 1st Edition, Cengage Learning

Money, Banking and Finance

BE.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

The students should be able to:

- Comprehend the need, definition, functions and economic significance of financial institutions and markets
- Understand the interdependence between financial markets and interest rates
- Identify the role played by the Central Bank and instruments of credit control
- Grasp the conduct of monetary policy and its effect on interest rate, credit availability, prices and inflation rate

Course Contents

An Overview of the Financial System: Saving and Investment, Money, Inflation and Interest, Banking and Non-Banking Financial Intermediaries. **[9]**

Financial Markets and Instruments: Money market and Capital Markets, Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives, etc. Characteristics of Financial Instruments: Liquidity, Maturity, Safety and Yield, Understanding Interest Rates **[10]**

Banking institutions and Regulation: Economics of Banking Institutions, Reforms in the banking sector, The RBI as a Central Bank: Structure, Functions and Working, The Current Regulatory Structure **[10]**

Essentials of Monetary Theory: The Classical and Keynesian Theories of Money, Prices and Output, Rational Expectations and Modern Theories of Money and Income, Objectives and Targets of Monetary Policy **[10]**

Text Book

1. Suresh, Padmalatha and Paul, Justin: Management of Banking & Financial Services, Pearson, New Delhi.

References Books

1. Indian Institute of Banking & Finance: Treasury, Investment and Risk Management, Taxmann Publications, New Delhi
2. Rose, Peter& Hudgins, Sylvia : Bank Management & Financial Services; McGrawHill Education, New Delhi

Social Entrepreneurship

SM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To learn social entrepreneurship as a method for social value creation.
- To understand and appreciate the role of (and need for) social entrepreneurship in building a sustainable society.
- To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector.
- To help them develop sustainable "business" model for building a social enterprise that can make a difference

Course Contents

Foundations of Social Innovation and Enterprise: Meaning and concept; Role of business in society; Business as a powerful medium for enhancing inclusive growth and social good; Meaning of social entrepreneurship; Difference from a pure commercial entrepreneurship; The various types of social enterprises; State of the industry in India; High profile social entrepreneur. **[6]**

Social Mission and Opportunity Identification: Theory of Change; Identify social mission; Global MDGs (Millennium Development Goals); Problems – Unemployment, drug abuse, violence, Xenophobia, immigration; Social–physical problems related to disabilities; Understand a social problem; Creating an organization around social mission; Role of institutions and eco-system in entrepreneurial risk taking; Entrepreneurial Leadership and Motivation. **[6]**

Social Business Models: Types of business models; Importance of business model in business incubation and entrepreneurship; How to build social business model; Incorporation of theory of change; Business Model Canvas. **[5]**

Scaling of Social Enterprise: Think Big; Replication; Process Development; Hiring; Stakeholder engagement; Managing social mission; Replicating theory of change. **[5]**

Financing Social Enterprise: Funding Raising; Crowd funding; Venture Capital in social sector; Social Impact Bonds; Social Banks. **[6]**

Marketing of Social Enterprise: Marketing Mix in the social sector; Branding in the social sector; Leveraging social media in the social sector; Reputation management; Consumer demand. **[6]**

Business Plan creation: Developing a viable and sustainable business plan for launching a social business enterprises; Base of the pyramid; Jugaad Innovations; Microfinance. **[5]**

Text Book

1. David Bornstein and Susan Davis (2019), Social Entrepreneurship -What Everyone Needs to Know, OUP India.

Reference Book

1. Madhukar Shukla (2020), Social Entrepreneurship in India, Sage Publication, India.

DEVELOPMENT COMMUNICATIONS

SM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

Course Contents

Development Communication-concept and genesis: Concept of development, characteristics of developing countries, Measuring development- Indices of measuring development and classification of countries based on development indices, Models of Development- Dominant Paradigm, Basic Needs Model, New Paradigm of development, Development Communication- concept and genesis, characteristics, differences between communication and Development Communication, Philosophy and Approaches to Development Communication.	**[13]**
Paradigms of Development: Press theories: Normative: Authoritarian, Libertarian, Social Responsibility, Democratic Participant theory; Sociological: Uses and Gratification, Agenda setting; Two-Step Flow; Psychological; Bullet Theory, Success stories in Development Communication, Innovations and trends in Development Communication.	**[13]**
Media and Development Communication: Traditional Media: types, characteristics, Role in development communication, Development reporting- roles and responsibilities of a development reporter, ethics in reporting, specialized skills required and issues in development reporting, News reporting: definition of news, ingredients and qualities of news, news value, types of news reports, structure of news reports, Radio news, features and commentaries, Radio and development communication, Television and cinema: role in development communication, ICTs: scope in development communication.	**[13]**

Text Book

1. Servaesh, Jain (2008), Communication for Development and Social Change, New Delhi, Sage Publication

Reference Book

1. Narula, Uma (1994) Development Communication, New Delhi, Hariand Publication
2. Mefalopulos, P.(2008) Development Communication Sourcebook- Broadening the boundaries of communication, The World Bank.

Business Strategies for Sustainability

SM.20.623 **3-1-0-4 (Contact Hrs: 39)**

Course Objectives:

- Understand the Environmental, Social, and Economic drivers and risks impacting on companies – along with the major business opportunities for integrating sustainability issues within the core Business Strategy.
- Expand understanding of the complex decisions faced by managers in business, government, and non-profit organizations, developing ability to see relationships among multiple, often conflicting, issues.

Course Contents

Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business **[5]**

Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management, Strategy Analysis: Introduction, Strategy Analysis and its Importance **[7]**

Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome **[8]**

Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations, Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture **[9]**

Sustainability Matters: State of the World, Sustainability Pillars (Environmental Social, Economic, Governance) Redefining Capitalism, integrating sustainability in to business, Systems Thinking for sustainability, value chain perspective, beyond corporate social responsibility, sustainability strategy and planning, stakeholder engagement, sustainability management approaches: eco-business and environment management, environmental life cycle assessment, life cycle costing **[10]**

Text Book

1. Kazmi Azhar, (2008) Strategic Management and Business Policy &Peter, McGraw Hill.

Reference Books

1. Kourdi, Jeremy, (2015), Business Strategy: A guide to effective decision-making (Economist Books).
2. Saloner, Garth (2005), Strategic Management, John Wiley & Sons.

Annexure

Entrepreneurship Theory and Practice

EF.20.603 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

This course aims at instituting entrepreneurial skills in the students by giving an overview of entrepreneurs and the competences that are needed to become an entrepreneur.

Course Contents

Introduction: Concept and Definitions, Entrepreneurship Mindset, Entrepreneurship process, Factors impacting emergence of entrepreneurship, Theories of entrepreneurship, Role of Socioeconomic environment. **[10]**

Managerial Vs Entrepreneurial Decision Making: Entrepreneurial attributes and characteristics, Traits/Qualities of Entrepreneurs, Entrepreneurs versus inventors, Entrepreneurial Culture, Entrepreneur as a leader. **[8]**

Classification and Types of Entrepreneurs: Women Entrepreneurs, Social Entrepreneurship, Corporate Entrepreneurs, Characteristics of entrepreneur, Leadership, Risk taking, Decision-making and business planning, Role of Entrepreneur, Role of an entrepreneur in economic growth as an innovator, Generation of employment opportunities, Complimenting and supplementing economic growth, Bringing about social stability and balanced regional development of industries. **[9]**

Creating Entrepreneurial Venture: Generating Business idea - Sources of Innovation, Generating ideas, Creativity and Entrepreneurship, Challenges in managing innovation, Entrepreneurial strategy, Business planning process, Drawing business plan, Business plan failures, Promotion of a Venture, External environmental analysis - economic, social and technological, Competitive factors, Legal requirements for establishment of new unit and raising of funds, venture capital sources and documentation required. **[12]**

Text Book

1. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill

Reference Books

1. R.D. Hishrich., Peters, M., Entrepreneurship: Irwin
2. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall
3. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage
4. Shankar, R., Entrepreneurship Theory and Practice, Tata McGraw Hill

Entrepreneurship and New Ventures

EF.20.613 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

The course focuses on building and evaluating new venture opportunities both as an entrepreneur and a manager inside a big company. The course treats Entrepreneurship as a form of Strategy. It would focus on identifying opportunities, developing opportunities, getting funding, and scaling up opportunities, both as a start-up and established company.

Course Contents

Innovation: Types of innovation, Barriers to innovation, Innovation process, Establishing criterion for assessment of creativity and innovation. Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Model – New market disruption – Commoditation. **[8]**

Creativity: Methods and tools for directed creativity – basic principles – tools that prepare the mind for creative thought – stimulation – development and actions- processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and motivation, the bridge between man creativity and the rewards of innovativeness – applying directed creativity. **[8]**

Creativity in Problem Solving: Generating and acquiring new ideas, Product design, Service design – case studies and hands on exercises, Stimulation tools and approaches, Six thinking hats, lateral and design thinking – Individual activity, group activity, contextual influences, Development and Evaluation of Business Idea. **[8]**

Business Model Generation: Developing Lean Business Model for the Business Idea (Hands on), Developing Prototype and Evaluating assumptions in Business Model using prototype cheaply (hands on), Presentation of Business Model. **[8]**

Raising Finance: A Non-Disclosure Agreement (NDA), Term Sheets, Exit Strategies, Scaling up the venture, Developing Business Plan, business fair. **[7]**

Text Book

1. Andriopoulos, C. and Dawson, P., Managing Change, Creativity and Innovation, Sage

Reference Books

1. Bilton, C. and Cummins, S., Creative Strategy, Wiley
2. Hurt, F., Rousing Creativity: Think New Now, Crisp Publications Inc.

Annexure

Dynamics of Family Business Governance

EF.20.623 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

Students will develop an understanding of the dynamics of joining a family firm and this newfound knowledge will help in securing value and opportunities within Family Business.

Course Contents

Understanding Family Business: Define family business, Strengths and weaknesses, Survival, Success and growth of family business, Business and ownership governance, Succession and continuity, Economic impact, Family business culture and values, Dilemmas and challenges for family businesses - Resistance to change, Emotional issues, Leadership - Competitive edge and outperformance. **[9]**

Theoretical Prospective of Family Business: The agency theory perspective, The stewardship perspective, Family business dynamics - People, system and growing complexity, Family culture, organizational culture, Conflict and culture change, Family business people – Founders, Women in family businesses, Multifamily ownership, Non-family employees, Family business life cycles - A story of growing complexity, Life-cycle stages, A customer-active paradigm, Ownership transitions, The family's relationship with business - Developing a strategic vision and building teamwork, Articulating values and shared vision, Designing family governance. **[10]**

The next generation: Human resource management and leadership perspective - To join or not to join? The importance of outside experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion, Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation. **[10]**

Making the most of outside resources: The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery; Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Nonexecutive directors – Selecting the right candidate, Board practices; Professional advisers and consultants - advisers keeping pace with your needs; Consultants, Family business consultants, Relationships underpinning an advisory role, Outsider advisors - The family business consultant. **[10]**

Text Book

1. Leach, P.: Family Business: The Essentials, Profile Books Ltd.

Reference Books

1. Poza, E.J., Family Business, Thomson
2. Bolton, B., Entrepreneurs: Talent, Temperament, Technique, Butterworth-Heinemann
3. Nanadan, R., Unleashing your Entrepreneurial Potential, Sage
4. Drucker, P.F., Innovation and Entrepreneurship, Affiliated East West Press.

FIFTH YEAR SPRING SEMESTER - X

Annexure

Business Ethics and Corporate Governance

MB.20.604 **2-1-0-3 (Contact hrs: 26)**

Course Objective:

The ultimate aim of the course is to leave students better equipped to identify corporate initiatives in business ethics and corporate governance and to think critically about the long term impact of those initiatives on the environment, on society and the bottom line of the organization.

Course Contents

Introduction to Ethics and its Applications in Business: Concepts, Role and scope of ethics in business, Theories of ethics, Morality and moral standards, Moral reasoning for ethics. **[4]**

Ethics in Functional Areas of Business Management: Ethics and Business - codes, dilemmas and dialectics, Ethical issues in - Marketing and advertisement, Finance and accounting, Human resource management, Production and operations management, Ethical decision making. **[6]**

Corporate Governance: Principles, Issues and trend, Evolution of Corporate Governance, Structure and process, Emerging trend. **[4]**

Legal Framework and Agents in Corporate Governance: Regulatory aspects of corporate governance, Shareholders of the company, Role of Board of Directors, Role of Auditors, Whistle blowing mechanism, Role of government, Role of media. **[7]**

Sustainability: Meaning, scope and terminologies, Triple bottom line, Corporate sustainability reporting frameworks – National voluntary guidelines, Carbon trading and Kyoto Protocol to reduce collective emissions of greenhouse gases. **[5]**

Texts Books

1. Ghosh, B.N. (2015), "*Business Ethics and Corporate Governance*" First Edition, McGraw Hill, India.
2. Mandal, S.K. (2013), "Ethics in Business and Corporate Governance", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Albuquerque, D. (2017), "Business Ethics – Principles and Practices", First Edition, OUP, India.
2. Chakraborty, S.K. (2002), "The Management and Ethics Omnibus", Second Edition, OUP, India.

Annexure

Dissertation Project

MB.20.614 **0-0-0-3**

Course Objective:
To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity. To provide means to immerse students in actual supervised professional experiences. Participants will gain in-depth understanding and insights in specific management areas of mutual interests with the help of faculty.

- **Dissertation** shall be of 3 credits and it shall spread over to two semesters i.e. III and IV.

Course Contents
The student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies and one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.
The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.
The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide.

Financial Derivatives and Risk Management

FM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course objective is to develop an understanding of the underlying concepts, strategies and issued involved in risk management. This course will provide the skills to identify and measure risks, quantify risks and create risk response strategies to deliver decisions that meet stakeholder expectations. The course will also acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Contents

Introduction to Derivatives & Risk Management: Forwards, futures, options, bonds, swaps and other derivative instruments. Investors and risk management, profitable side of risk management; Risk management process – Risk models. **[6]**

Derivatives: Forwards and Futures- Theory of futures trading, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate. Hedging strategies using futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures. **[7]**

Derivatives: Option- Basic Option Pricing: European options, American options, forward-spot parity, put call parity, the binomial option-pricing model, Construction of option strategies in various market situations and their pay off. **[7]**

Advance option strategies: - Lognormal distribution, modeling option prices. Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, Extensions of Black and Scholes formula and Greek symbols. **[7]**

Hybrid Derivatives: - Swaps Transactions: Interest rate swaps, currency swaps, Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps. **[6]**

Enterprise Risk Management: - Firm wide approach to risk management – measuring risks for corporations, the maturity model, Value at risk – Var models. **[6]**

Text Books

1. Das, S. and Sundaram, R. (2013), "*Derivatives Principles and Practice*", 1 Edition, New Delhi: McGraw Hill Education.
2. Hull, J.C. and Basu, S. (2017), "*Options, Futures, and Other Derivatives*", 9 Edition, New Delhi: Prentice Hall of India.

Reference Books

1. Bhalla, V.K. (2001), "*Financial Derivatives: Risk Management*", 1 Edition, New Delhi: S. Chand and Company Private Ltd.
2. Chance, D.M. and Brooks, R. (2014), "*Derivatives and Risk Management*", 10 Edition, USA: Cengage Learning.
3. Somanathan, T.V. and Nageswaran, A.V. (2015), "*The Economics of Derivatives*", New Delhi: Cambridge University Press.
4. Stiltz, R.M. (2003), "*Risk Management and Derivatives*", New Delhi: Thomson, South Western.

International Financial Management

FM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques of International financial and monetary management.
- In the course, students will gain a practical understanding of factors contributing to foreign exchange rate risk & other International factors that creates risk environment.
- Provide an in-depth understanding of the process and techniques used to make international investment decisions.

Course Contents

International Financial & Monetary system: Global Financial Environment, International Financial Management-nature and scope, international monetary system, Bretton woods conference, Payment terms in international trade. International flow of goods, services and capital. **[8]**

Financing techniques in international trade, computation of foreign exchange rates, exchange rates quotation, factors affecting exchange rates- spot rates, forward exchange contracts, foreign exchange & currency future. GDRs, ADRs **[10]**

Foreign Exchange Risk Management: Exposure and risk, Transaction exposure, Translation exposure and economic exposure, Management of exposures, internal techniques, netting, marketing, leading and lagging, pricing policy. Forex market risk management- forex derivatives, swaps, futures, options and forward contracts. **[10]**

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Foreign Direct investment – Foreign portfolio investment- International Bond & Equity market, International Cost of Capital. **[11]**

Text Books:

1. Apte P.G., International Financial Management, TMH Publishing House, New Delhi.
2. Avadhani V.A, International Finance, Theory and Practices, Himalaya Publishing House, Mumbai.

Reference Books

1. Sharan Vyuptakesh, International Finance, PHI Pvt Ltd. New Delhi
2. O'Brien Thomas J. International Finance, Oxford University press, New Delhi.
3. Click & Coval, The Theory and Practice of International Financial Management, PHI Pvt. Ltd, New Delhi
4. Jain, Peyrard, Yadav, International financial Management, McMillan Publishers

Financial Modeling

FM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
Modeling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives valuation, project evaluation, deal structuring, portfolio management and the like. In this course, students will learn the financial model building skills with the help of excel and VBA.

Course Contents

Understanding Advanced Features of Excel: - Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox **[4]**

Understanding Finance Functions in Excel: - Creating Dynamic Models, Sensitivity Analysis using Excel, Scenario Manager, Other Sensitivity Analysis Features. **[5]**

Simulation using Excel: - Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular distribution, Building Models in Finance using Simulation. **[7]**

Accounting in Excel: - Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analyzing Financial Statements by using Spreadsheet Model. **[7]**

Valuation in Excel: - Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation, Financial Model building **[5]**

Understanding Subroutines and Functions and building simple financial models using subroutines and functions:-Recording and Editing Macros, Subroutines and Functions, Decision Rules, Message Box and Input Box, Debugging. **[6]**

Designing Advanced Financial Models using VBA:- User Forms, Other Advanced Features and Actual Model Building. **[5]**

Text Books

1. Sengupta, C. (2013), "*Financial Analysis and Modeling Using Excel and VBA*", 2 Edition, New Delhi: John Wiley and Sons India.
2. Tjia, J. (2004), "*Building Financial Models*", New Delhi: McGraw Hill Education.

Reference Books

1. Benninga, S. (2014), "*Financial Modeling*", 4th Edition, New Delhi: MIT Press.
2. Day, A. (2012), "Mastering Financial Modeling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance (The Mastering Series)", 3rd Edition, New Delhi: Prentice Hall of India.

Corporate Restructuring

FM.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.

Course Contents

Overview of Corporate Restructuring: Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring, Financial Strategy and Planning. **[5]**

Dimensions of Mergers and Acquisitions: Mergers & acquisitions concept, types and process, Accounting for Mergers& Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics. **[9]**

Valuation Aspects of Corporate Restructuring: Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return **[9]**

Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation. **[8]**

Dimensions of Corporate Restructuring: Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts . **[8]**

Text Books:

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition

Reference Books:

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
3. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
4. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
6. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition

Annexure

Diversity and Inclusion

HR.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To provide comprehensive insights into diversity at the workplace, this has recently become one of the biggest competitive advantages that organizations have.
- To highlight the trends and practices, which are emerging for diversity at the workplaces, in India, Asia and globally.
- To prepare future managers to be aware of diverse segments of talent that they will work with, their own internal biases, mindfulness about inclusion and lead, and how to leverage their combined strength, for sustainable business growth.

Course Contents

Introduction to Diversity and Inclusion: Meaning, Objectives, Focus areas, Paradigms for engaging a diverse workforce, Challenges of managing diversity, Diversity legislation in a global perspective. **[5]**

Dimensions of Diversity in the Workplace: Gender, Age, Caste, Language, Gender, Religion, Four generations in the workplace, Generational differences, Discrimination and equality in Employment, Consequences of not managing diversity, Recognizing Unconscious Bias. **[6]**

Interpersonal Relationships in a Global Work Context: Cultural styles and relational mental models, Diversity in interpersonal relationships, Interpersonal relationships and cross-cultural communication, Theoretical perspectives on interpersonal cross-cultural communication. **[9]**

Managing Diversity at the Workplace (Inclusion): Theories of diversity management, Steps in managing diversity effectively, Managing gender diversity at the workplace, Managing generational diversity at the workplace, Managing cross-cultural diversity, Preparing managers for leading diverse teams, Leadership's role and buy-in related to diversity and inclusion, Diversity training, Communication strategy for a diverse workplace. **[9]**

Inclusive Workplace: Inclusion through diversity within the work organization, Inclusion through corporate-community collaborations, Inclusion through state/national collaborations, Diversity and inclusion audits. **[5]**

Diversity and Inclusion Trends and Best Practices - India, Asia, Global, Reverse discrimination, Inclusion of differently-abled employees at the workplace **[5]**

Text Book

1. Michalle E. Mor Barak, Managing Diversity: Toward a Globally Inclusive Workplace, 4th Edition (2016), Sage Publishing.

Reference Book

1. Gary N. Powel, Managing Diverse Workforce Learning Activities, 3rd Edition (2010), Sage Publications.

Human Resource Development Systems

HR.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The aim of this course is to facilitate the learning concepts and practices related to HRD. This course will elaborate on the purposes and advantages of needs assessments. Identify the attributes (all the way through to evaluation) of different kinds of HRD programs as studied in the text-orientation, skills and technical training, coaching and performance management, employee counseling and wellness services, career management and development, and describe organization development and change in relation to models of change, OD theories. **Course Contents**

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. **[6]**

Training and Development: Need Assessment Process, Systematic approach to need assessment, Designing, Transfer of learning, Evaluating training program, Special issues in training and development, Management Development and Organizational Goals, Trends in management education. **[8]**

Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. **[7]**

Career Management and Development: Definition, Models, Issues affecting career management. Organization Development-: Definition, Theories and concepts in OD, Roles & Strategies, Change Management. **[8]**

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. **[5]**

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. **[5]**

Text Books

1. Haldar, U.K. (2009), "*Human Resource Development*", 1 Edition, New Delhi: Oxford University Press.
2. Lynton, R.P. and Pareek, U. (2011), "*Training for Development*", 3 Edition, New Delhi: Sage Publications.

Reference Books

1. Agochiya, D. (2009) "*Every Trainer's Handbook*", 2 Edition, New Delhi: Sage Publication.
2. Blanchard, P.N., Thacker, J.W. and Ram, V.A. (2010), "*Effective Training: Systems, Strategies and Practices*", New Delhi: Pearson Education.
3. Noe, R. (2010), "*Employee Training and Development*", 5 Edition, New Delhi: McGraw Hill Education.

Annexure

Performance Management

HR.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Contents

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes. **[4]**

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application **[4]**

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal. **[5]**

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support. **[5]**

Methods of Performance Appraisal: Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal. **[5]**

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team. **[4]**

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system. **[5]**

Reward Systems and Legal Issues: Significance of reward in PM, Components of reward system, Linkage of PM to compensation systems, Legal issues associated with PM. **[4]**

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM. **[3]**

Text Books

1. Aguinis, H. (2013), "*Performance Management*", 3rd Edition, New Delhi: Pearson Education.
2. Bhattacharyya, D.K. (2011), "Performance Management Systems and Strategies", 1 Edition, New Delhi: Pearson Education.

Reference Books

1. Bagchi, S.N. (2013), "*Performance Management*", 2nd Edition, New Delhi: Cengage Learning.
2. Kohli, A.S. and Deb, T. (2008), "*Performance Management*", 1st Edition, New Delhi: Oxford University Press.

Compensation Management

HR.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course aims to equip students to effectively design compensation structure for overall organizational effectiveness as the new generation of HR professional need to master all these areas to render meaningful support to organizations, reducing their dependency on outside consultants.

Course Contents

Introduction to Compensation Management: Concept of compensation, Objectives of Compensation System, Intrinsic and Extrinsic Compensation, Strategic Compensation, Strategic Vs. Tactical Compensation Decision. **[4]**

Bases for Pay: Traditional bases for pay – Human Capital theory, Seniority and longevity pay, Merit pay, Linking performance appraisal with merit pay; Person-Focused Pay – Competency-Based, Pay-for-Knowledge, and Skill-Based pay. **[4]**

Components of Compensation I: Core compensation: Base pay, Cost- of – living adjustment (DA), Bonus. **[3]**

Components of Compensation II: Fringe compensation: Benefit policies, Statutory benefits – Gratuity, Provident fund, Employees' State Insurance, Employees' Compensation Act, Pension schemes; Discretionary benefits - Personal security, Financial assistance and Personal needs, Flexible benefits- Company cars, Holidays, Pensions, Insurance etc. **[5]**

Contextual Influences on Compensation Practice: Prevailing wage laws, Labor unions as contextual influences, Inter industry, Wage differentials/ Compensation differentials. **[4]**

Job Evaluation: Concept of job evaluation, Various kinds of job evaluation plans. **[4]**

Surveying Market pay and Compensation Practices: Need and purpose of the survey, Designing a Survey, Types of Survey - Custom developed surveys and published compensation data surveys. **[4]**

Designing Compensation Structure: Compensation designing process - Define a pay grade and develop a pay structure, Base pay and other compensation components for a team, Pay structure variations- broad banding and two- tier base plan. **[4]**

International Compensation: International compensation programs, Expatriates Components of international programs, Main components - Setting expatriates base pay and Incentive compensation. **[4]**

New Approaches: Variable performance linked pay (VPLP), Employee stock option plan, EVA, Cafeteria style of compensation. **[3]**

Text Books:

1. Martocchio Joseph J. (2014), *"Strategic Compensation- A Human Resource Management Approach"*, 7th Edition, New Delhi, Pearson Education.
2. Bhattacharyya D.K. (2015), *"Compensation Management"*, 2nd Edition, New Delhi, Oxford University Press.

Reference Books:

1. Milkovich George T, Newman Jerry M. and Venkat Ratnam CS (2017), *"Compensation"*, 12th Edition, New Delhi, Tata McGraw Hill.
2. Richard I. Henderson, *Compensation Management in a Knowledge - based World*, 10th Edition, New Delhi, Pearson Education.

Annexure

Integrated Marketing Communication

MM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The objective of the course is to help students look at marketing communications with a holistic approach and to understand the principles and practices of marketing communications
- Apply the key terms, definitions, and concepts used in integrated marketing communications.
- Conduct and evaluate marketing research and apply these findings to develop competitive and positioning strategies and to select the target audience(s) for the IMC campaign plan.
- Examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.
- Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
- Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
- Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

Course Contents

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, and Challenges in IMC, **[6]**

Consumer Behaviour and IMC: Role of marketing communications in Consumer Decision Making, Combination of behavioural and communication objectives for each stage of the consumer decision making process. **[6]**

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, advertising appropriation, advertising campaigns Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organization, Remuneration, client agency relationship, account Planning; Management of Advertising Agencies, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising. **[7]**

Message Design: The Creative concept development; the creative processes of the different forms of IMC; Communication Models with reference to Advertising AIDA, Hierarchy of effects, Innovation, Adoption. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting, Role of Creativity in Copywriting. Testing of Advertising Effectiveness, **[7]**

Media Management: Media Types and their characteristics; Setting Media objectives; Media planning; Media Strategy; Media buying; and media research. **[6]**
Emerging Concepts and Issues in Marketing Communications, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication.

Corporate Communication and Public Relations: Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management. **[7]**

Text Books

1. Clow, K.E. and Baack, D.E. (2016), "*Integrated Advertising, Promotion, and Marketing Communications*", 7th Edition, New Delhi: Pearson Education.
2. Shah, K. and D'Souza, A. (2009), "*Advertising and Promotions an IMC Perspective*", New Delhi: McGraw Hill Education.

Reference Books

1. Belch, G. and Belch, M. (2016), "*Advertising and Promotions: An Integrated Marketing Approach*", New Delhi: McGraw Hill Education.
2. Lane, R., King, K. and Russell, T. (2009), "*Kleppner's Advertising Procedure*", US: Pearson Education.
3. Percy, L. (2014), "*Strategic Integrated Marketing Communications*", 2nd Edition, New Delhi: Routledge.
4. Shimp, T.A. and Andrews, A.J.C. (2013), "*Advertising Promotion and Other Aspects of Integrated Marketing Communications*", 9th Edition, Cengage Learning.

Annexure

Digital Marketing

MM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Digital marketing course has been designed in such a way as it helps the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. Developing a successful digital marketing model is both an art and science.

Course Contents

Introduction: Now and before of digital marketing - digital marketing for the 21st century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog. **[9]**

Concepts of Digital Marketing: Search engine optimization marketing, Online advertisement, Affiliate, Social media, Analytics. Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices. **[10]**

Digital Marketing Management: Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel. Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Online press releases, Online newspaper, magazine ads, Google, Yahoo news. **[10]**

Social Media Marketing: Introduction to social media, Examples of social media, Uses of social media, How companies use social media, Impact of social media in search Benefits of social media: Case studies of social media, SEO for social media, How to get started in social media. Social media profile creation and optimization. Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience Effective Ads: Calculating ROI, Budget, How to choose your ad partner, Blogging for businesses Creative's & Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation. How Face book advertisement works: The 3 Rs – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Face book Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions You Tube: You Tube branding, You Tube Ads, Getting started guide **[10]**

Text Books

1. Chaffey, D., Ellis-Chadwick, E., Johnston, K. and Mayer, R. (2000) "*Internet Marketing: Strategy, Implementation and Practice*", UK: Pearson Education.
2. Gay, Richard; Charlesworth, Alan and Esen, Rita (2007) "*Online Marketing: A Customer-led Approach*", New Delhi: Oxford University Press.

References Books

1. Evans, D. and Bratton, S. (2008). *Social Media Marketing: An Hour a Day*, Second Edition, Wiley.
2. Evans, D. and Bratton, S. (2010). *Social Media Marketing: The Next Generation of Business Engagement*. Wiley.

Annexure

Rural Marketing

MM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The objective of this course is to develop understanding of issues in rural markets.
- To explore the Special Areas in Rural Marketing Environment and to learn nuances of rural markets to design effective strategies
- To enhance deeper understanding of rural consumer behavior and to develop the rural marketing mix.

Course Contents

Introduction to rural marketing: Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size and Rural Infrastructure; ***Rural Marketing Opportunities*:** Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers	**[6]**
Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Opinion Leaders influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption	**[4]**
Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.	**[6]**
Selecting and Attracting Markets: Concepts and process for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Cases in FMCG, consumer durables, Financial Services, Agricultural inputs and Cottage Industries in Rural areas.	**[4]**
Product Strategy for rural markets: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes.	**[5]**
Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – the affordability challenge, rural versus urban, needs integrated approach, pricing for the quality conscious segment, value conscious segment and price conscious segment , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle .	**[5]**

Distribution Strategy: and Rural Retailing: The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing. The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers.	**[5]**

Challenges for Rural Communication: Massage & Media for Rural Communication Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising. **[4]**

Text Book

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson 2/ed. (2012)

Reference Books

1. Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers.
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

Annexure

Retail Management

MM.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Learn about the ever-changing retail landscape Become familiar with how the retail industry works and understand the areas of accountability for retail management
- Understand the general concepts of merchandising. Understand store layout by department, including flow and adjacencies
- Explain how to read and execute a planogram to maximize sales e. Understand the impact of visual merchandising
- Understand the standards of quality service, and how service impacts Understand floor recovery strategies and methods

Course Contents

Introduction to retailing: What is retailing, Social and economic significance of retailing, Structure of retailing and distribution, Opportunities in retailing, Indian vs. Global Scenario **[4]**

Types of retailer: Store & Non Store Retailing –-Franchising- Unconventional channels Retailer characteristics, Food retailers, General merchandise retailers, Service retailing, Types of ownership, Retail channels, Benefits offered by retail channels, Challenges of effective multichannel retailing **[4]**

Retail buying behavior and Retailing Strategy: The buying process, Types of buying decisions, Social factors influencing the buying process Retail market strategy, Target market and retail formats, Growth strategies, Global growth opportunities **[6]**

Financial strategy and retail locations: Financial objectives and goals, Strategic profit model, Analysis of financial strength, Setting and measuring performance, Types of locations, other locations opportunities, Location and retail strategy, Legal considerations, Evaluating specific areas for locations, Evaluating a site for locating a retail store, Trade area characteristics, Estimating potential sales for a store site, Negotiating lease. **[6]**

Human Resource Management: Objectives of Human Resource Management, Issues in retail human resource, designing the organization structure for retail firm, Store management responsibilities, recruiting and selecting employees, Motivating and managing store employees, Evaluating store employees and providing feedback, Compensating and rewarding store employees, Managing diversity, Legal issues in Human Resource **[4]**

Merchandise management: Merchandise management overview, forecasting sales, Developing an assortment plan, Setting inventory and product availability levels, Establishing a control system for managing inventory, Allocating merchandise to stores, Analyzing merchandise management performance, Developing and sourcing private label merchandise, Negotiating with vendors **[5]**

Retail pricing and communication mix: Pricing strategies, Consideration in setting retail prices, Pricing techniques for increasing sales and profits, Legal and ethical pricing issues, Communication programs to develop brand images and build customer loyalty, Methods of communicating with customers, planning the retail communication program. **[4]**

Store Management: Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery. **[4]**

Information system in retailing: Creating strategic advantage through supply chain and information system, the flow of information and products in supply chain. **[2]**

Text Books

1. Retailing management by Michael Levy Barton Weitz Ajay Pandit, M. G.Hills, 8th Edition (2012)
2. Retailing Management by Swapana Pradhan, M. G.Hills, 4th Edition (2012)

Reference Books

1. Integrated retail management by James R. Odgen Denise T. Ogden, Bizantra, 2nd Editio
2. Managing retailing by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Oxford University Press, India, 2nd Edition (2012)
3. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press

Strategic Brand Management

MM.20.644 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course aims to develop students' understanding of the importance of brand equity as well as how to build, measure, and manage brand equity. It will cover topics in the utilities of branding, steps/process of building brands, methods of measuring brand equity, ways to leverage brand equity, strategies in managing brand portfolios, and management of brands over time, geographic boundaries, and market segments.

Course Contents

Introduction: Understanding the role of the Brand Manager, how it has evolved over time, key variables to be managed and the key deliverables. **[5]**

Brand and Brand Management: Commodities Vs Brands, The role of brands, Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, General Management success and Brand success, Understanding the impact technology has had on the marketing landscape and the way the management of a brand is progressively being shaped by a new and active participant – the consumer. **[9]**

The brand equity concept: Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image. Brand Vision, Brand Objectives. Choosing brand Elements, Brand Leveraging and Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement, **[9]**

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing and Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Rejuvenation and Re-launch. **[8]**

Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation, Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis. Define public relations, Identify the differences among advertising, publicity, press agency and PR. PR & its role in organizations. Examine the different publics of an organization **[8]**

Text Books

1. Keller, K.L., Parameswaran, M.G. and Jacob, I. (2013), "*Strategic Brand Management: Building, Measuring and Managing Brand Equity*", 3rd Edition, New Delhi: Pearson Education.
2. Kapferer, J.N. (2012), "*The New Strategic Brand Management: Advanced Insights and Strategic Thinking*", 5th Edition, New Delhi: Kogan Page.

Reference Books

1. Keller, K.L. (2008), "*Best Practice Cases in Branding: Lessons from the World's Strongest Brands*", 3rd Edition, New Delhi: Pearson Education.
2. Sengupta, S. (2005), "*Brand Positioning: Strategies for Competitive Advantage*", 2nd Edition, New Delhi: McGraw Hill Education.
3. Richard, E. and Percy, L. (2007), "Strategic Brand Management", New Delhi: Oxford University Press

Annexure – D

International Business Economics

BE.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
This course looks into the economic aspects of international business. The market outcomes of liberalizing trade environment, trade policy framework of the WTO, economics of the currency market and macroeconomic linkages of the open economy are the primary points of emphasis of the course.

Course Contents

Trade Theories: Understanding free trade arguments that govern trade agreements, Absolute Advantage and Comparative advantage, Heckscher Ohlin model of factor abundance. **[9]**

Trade Policies: Tariff and quota, Voluntary Export restraints, Role of WTO in International trade, Dumping and Antidumping Duty under the WTO, Subsidies and Countervailing duties under the WTO, Regional integration **[10]**

International Trade Procedures: Export Documentation and Procedures, International Payment Terms, INCOTERMS **[10]**

Currency and International Finance: Currency market and basic Central Bank operation, Basics of fixed and flexible exchange rate, Determination of exchange rate Currency derivatives. **[10]**

Text Book

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.

Reference Books

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.

Annexure – D

Industrial Economics and Competitive Strategies

BE.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To help gain an understanding of - (i) The structure – conduct – performance relationship in an industry and (ii) The factors influencing these - a positive analysis.
- To acquire the knowledge/skill to evolve competitive strategies and thereby determine the conduct of a firm in the market. Essentially, to learn to anchor the strategies in the validated, time-tested economic principles underlying the strategies. More specifically, the course will reinforce the economic principles which only can provide the rationale for successful, sustainable strategies which explain the conduct of a firm.

Course Contents

Primer on economic concepts: – Definition and need for Industrial Economics; S – C – P paradigm; The welfare economics of market power **[7]**

Market structure: – its measures & determinants; Firm Boundaries – Horizontal & Vertical-Transaction costs and firm size; Concentration in markets – seller & Buyer Concentration; Product Differentiation; Conditions of entry **[13]**

Competition: – Competing via Commitment; Dynamics of Pricing Rivalry; Entry & exit strategies **[7]**

Strategic Positioning & dynamics: – Competitive advantage and its sustenance; Innovation as a source of competitive advantage; Agency and performance measurement **[6]**

Performance: – Market Structure and performance-Challenges in a digital Economy; PUBLIC Policy & Regulation: – Issues in Antitrust & regulatory Economics **[6]**

Text Book

1. Lipczynski, John; Goddard, John; Wilson, J.O.S. (2005), Industrial Organization: Competition, Strategy, Policy (2 edition), Prentice Hall.

Reference Books

1. J. Blanco Realzola (1998), Competitive Strategy Techniques for Analyzing Industries and Competitors, The Free Press.
2. Porter, M.E. (1998) Competitive Strategy: Techniques for Analyzing Industries and Competitors, TheFree Press.
3. Barthwal, R.R. (2010) Industrial Economics: An Introductory Textbook, The New Age Publisher.

Annexure – D

Economics of Consumption

BE.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Examining the latest trends to improving the consumerism
- Expose to the international markets and platforms
- Enable to understand the growing synergy across countries
- Illustrate the role of economic collaboration due to globalization
- Identify the latest market possibilities

Course Contents

Future of consumption in India: The macro context of India, Vision for consumption in India in 2030, Firm of the future in India, Key uncertainties for India 2030, Critical societal challenges and calls to action **[5]**

The Expansion of Geopolitics, Multilateralism in an Ungoverned World, Culture, Identity and the Evolution of Geopolitics, Future Scenarios and Implications for the Industry, Regional Risks for Doing Business **[9]**

Fostering Effective Energy Transition, Electric Vehicles for Smarter Cities: The Future of Energy and Mobility, Accelerating access to sustainable energy: A key priority in energy transition **[8]**

Jobs of Tomorrow Mapping Opportunity in the New Economy,Opportunity in the Emerging Labour Market, Our Shared Digital Future Building an Inclusive, Trustworthy and Sustainable Digital Society **[9]**

Unlocking Technology for the Global Goals, mobilizing the private sector for peace and Reconciliation, How Can Trade Rules Support Environmental Action? Trade must be aligned with sustainable development. **[8]**

Text Books

1. World Economic Forum Reports
2. World Trade Organization Reports

Reference Books

1. Allen, Franklin; Behrman, Jere R.; Birdsall, Nancy (2016), Towards a Better Global Economy: Policy Implications for Citizens Worldwide in the 21st Century, OUP Oxford.
2. International Energy Agency Reports.

Annexure – D

Management of Corporate Social Responsibility

SM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To apprise the student about the concept of CSR and career opportunities in the area.
- To build capacity of the students for creating a project on CSR funding.
- To apprise about the CSR governance and its implementation.

Course Contents

Introduction to CSR: Concept, principles, triple bottom line and sustainable CSR, Provision of CSR in companies Act 2013, CSR legislation in world, Scope of CSR, Drivers of CSR, Benefits to organization, CSR Management. **[8]**

Stakeholders: Organization, Government, Society, Regulatory environment, International framework, CSR for central public enterprises. **[7]**

Planning and Implementing CSR Activities: CSR policy, Constitution of CSR committee, CSR design, CSR budget, CSR activities, CSR through external agencies. **[8]**

Evaluating and Developing CSR Activities: Bases for evaluation of CSR activities, CSR leadership, CSR and risk management, CSR as organization brand building, GST components of CSR, Monitoring of CSR activities. **[8]**

Compliance and CSR Audit: Preparing report, Issues relating to CSR audit, Preparing and filing of annual CSR report, Developing CSR audit program, Sustainability of CSR audit, Spending CSR funds, Global reporting. **[8]**

Text book

1. Prabhakaran Palleri (2020), Corporate Social Responsibility – Concepts, Cases and Trends, Cengage India.

Reference Book

1. Chatterjee, M. (2016), "Corporate Social Responsibility", 1st Edition, New Delhi: Oxford University Press.

Annexure – D

Management of Social Impact Institutions

SM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand conceptual framework for understanding the role of Social Impact Organizations in a market economy and democratic society.
- To understanding of major issues and concerns that shaped the nonprofit sector/social sector and currently influence the field;
- To develop Knowledge of nonprofit/social impact management methods and practices.
- To develop understanding of laws and standards applicable to nonprofit/ social organizational management.
- To increased awareness of nonprofit/social sector values and experience in analyzing management dilemmas and proposing responses.

Course Contents

Introductions and Learning; Needs/Expectations Overview of Social and the Nonprofit Sector **[7]**

A Function Model for Social and Nonprofit Management **[7]**

Governance of Social and Nonprofit – Board Roles and Responsibilities, Program Planning for Social and Nonprofit : Proposal Writing for Nonprofits **[10]**

Budgeting and Financial Management for Nonprofits, Resource Development in Nonprofits: Human, Grant and Contract Management in Social and Nonprofits. **[8]**

Management of Marketing, Risk , program and budget cutbacks: **[7]**

Text Books

1. Renz, David O. ed. (2010) The Jossey- Bass Handbook of Nonprofit Leadership and Management, Third Edition, San Francisco, CA: Jossey- Bass Publications.
2. Drucker, Peter F. (2006) Managing the Nonprofit Organization: Principles and Practices, Reprint Business Edition, New York, NY: HarperCollins.

Reference Books

1. Block, Peter (2011) Flawless Consulting, 3rd Edition, Pfeiffer &Co, San Diego.
2. Hayes, John (2010) The Theory and Practice of Change Management, 3rd Edition, New York, NY: Palgrave MacMillan.

Annexure – D

Social Impact Investment

SM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand the evolution, landscape and future potential of impact investing.
- To develop financial and analytical competency to apply investment to drive social impact.
- To obtain basic skills to understand the process to innovate impact investment financial structures and create and operate impact investment funds.
- To refine negotiation skills to represent stakeholder positions in placing or securing impact investment capital.
- To learn to utilize impact investing strategies to drive social innovation and measurable social impact in public sector, nonprofit, and for-profit contexts.

Course Contents

Introduction to Impact Investment: Definitions, History, Size and characteristics of the Impact Investing marketplace, Classical finance and the case for impact investing, Distinctive business and financial characteristics of impact investments; Social impact metrics. **[7]**

Socially Responsible Investing: Negative screening, Positive screening, Fiduciary standard, Turning policy challenges into investment return – who needs help, How investments can help, Identifying impact investment opportunity, Shareholder activism - positive and negative investment. **[7]**

Correlating Financial and Social Returns: Synchronization of capital markets, Government policy and philanthropic resources to blend investment return and social benefit, Environmental finance, Greentech, Infrastructure, Scale and PE. **[6]**

Microfinance and the Base of the Pyramid: Micro-lending, Micro-insurance, Housing, Technology and cases, Valuation models and Portfolio Development. **[6]**

Inclusive Business and Impact Investment: The Role of Institutions in social finance (Innovation, Blended Finance and EDI), Role of government in social finance – Social Impact Bonds, Role of institutions in social finance. **[6]**

Impact Measurement: Global Reporting Initiative (GRI), Impact Reporting and Investment Standards (IRIS), Global Impact Investing Rating System (GIIRS), Impact Metrics, Internal rate of return, Benefit-cost ratio (BCR), Expected Return, Mission alignment Methods, Future of Impact Investing. **[7]**

Text Books

1. Keith Allman, Ximena Escobar de Nogales, Impact Investment, A Practical Guide to Investment Process and Social Impact Analysis, Wiley.
2. Alex Nicholls, Rob Paton, and Jed Emerson, Social Finance, Oxford Publications.

Reference Books

1. The Impact Investor, Lessons in Leadership and Strategy for Collaborative Capitalism, Jossey-Bass, Cathy Clark, Jed Emerson, Ben Thornley.
2. The Power of Impact Investing, Putting Markets to Work for Profit and Global Good, Wharton, Judith Rodin, Margot Brandenburg.

Annexure – D

Management Tools for Entrepreneurs

EF.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective

Identifying the right business opportunity is important for the success of any new entrepreneurial venture. Budding entrepreneurs should be able to identify suitable business opportunities at the right time and in the right way. This course aims to help students identify business opportunities effectively and get hands on experience in applying creativity and understanding in problem identification and solving.

Course Contents

Understanding the market: Identifying ideas and areas with business potential, Analyzing the needs and wants of the market, Identifying resource needs, Identifying where business opportunities can lie and in what form, Identifying potential customer / user benefits and benefits to society as a whole. **[7]**

Identifying the Opportunity: Convergent and divergent approach of opportunity sensing, Transforming ideas into reality, Realities of setting up new ventures, Screening opportunities, Devising the business plan, The family as a source of entrepreneurial support, Deciding the scope of the opportunity and gains from it. **[9]**

Analyzing Business Opportunities: Market Analysis, Demand-supply, Technical Analysis, Assets analysis, Financial Analysis, Sources of capital and its cost, Viable and feasible business Opportunity, Testing feasibility of business idea by applying sensitivity analysis. **[9]**

Accounting for Entrepreneurs: Accounting, Balance Sheet, Accounting Records, Cash flow statements, Financial Statement Analysis, Behavior of costs. **[7]**

Management Tools for Startups: WordPress/GoDaddy, CoFoundersLab, Doorbell, Asana/Trello, Recruiterbox/Homerun, Termsfeed, Slack/ Hipchat, Betalist. **[7]**

Text Book

1. Timmons, J.A. and Spinelli, S.: New Venture Creation – Entrepreneurship for the 21st century, McGraw Hill

Reference Books

1. Holt, D.H., Entrepreneurship – New Value Creation, Pearson
2. Roy, R., Entrepreneurship, Oxford

Annexure – D

Project Formulation and Preparation

EF.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective

Business plan gain interest of the fund providers like venture capitalists and other sources of funding.

Course Contents

Business Plan: What is business plan, Entrepreneurial opportunities and Business Plan, Preparing business plan (Practical Exercises on preparation of business plan), Components of Business Plan - Confidentiality Agreement, Executive summary, other components. **[8]**

Market Analysis and Planning: Undertaking Market Research, Importance, Industry Analysis, Competitor analysis, Defining the target market, Market segmentation, Market positioning, Building a marketing plan, Marketing mix, and Critical factors for devising a market strategy. **[9]**

Technical Feasibility and Analysis. Operation and Production Plan - Types of production systems, Product design and analysis, New product development, Location and layout decisions, Project layout, Plant and technology choices, Product specification and customer needs, Production planning and control, Commercializing technologies. **[10]**

Financial analysis and feasibility testing: Pro forma income statements, Cash budget, Funds flow and Cash flow statements, Balance sheet, Break Even Analysis, Ratio Analysis. **[12]**

Text Book

1. Dwivedi, A.K.: Industrial Project and Entrepreneurship Development, Vikas Publishing House.

Reference Book

1. Bangs Jr., D.H., The Business Planning Guide, Dearborn Publishing Co.
2. Katz, J.A. and Green, R.P., Entrepreneurial Small Business, McGraw Hill
3. Mullins, J. and Komisar R., Getting to Plan B, Harvard Business Press
4. O'Donnell, M., The Business Plan: Step by Step, UND Center for Innovation.

Annexure – D

Secrets of Success: Indian Family Business

EF.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective

To understand the unique dilemmas and paradoxes faced by family firms in order to learn secret of family business success.

Course Contents

Family Business: Specialty of running a family business, Conflict resolution, Succession planning, Choosing and training successor. **[7]**

Creating Stability: On control and voting shares, On managing millennials, Money matters, Balancing differing interests. **[6]**

Secrets: Communicate, Evolve, Set boundaries, Practice good governance, Recruit from the outside, Treat employees like family, Make it optional, Plan for the future. **[7]**

Success Story I: TATA Group, Aditya Birla Group, Godrej, Shapoorji Pallonji, Murugappa Group. **[10]**

Success Story II: Reliance Group, Arcelor Mittal, Bajaj family, Burman family, Lohia family. **[9]**

Text Books

1. Leach Peter and Dixit Tatwamasi, Indian Family Business Mantras, Rupa Publications, New Delhi.
2. Kavil Ramachandran, The 10 Commandments for Family Business, Sage publishers, India.

Reference Books

1. Walter Vieira and Dixit Mita, The 5Gs of Family Business, Sage publishers, India.
2. Hutcheson Henry, Dirty Little Secrets of Family Business, Greenleaf Book Group LLC.

Master of Business Administration (MBA)
(Dual Specialization)
Two Year Programme
Academic Curriculum (2019-2020 Onward)

First Year
Autumn Semester

Foundation Courses

Course Code	Course Title	Contact Hours
FC 101	Principles of Management	12 hrs
FC 111	Introduction to Accounting	12 hrs
FC 121	Evolution of Indian Business	12 hrs

Each foundation course shall have 2 hours of session each day for six days. The courses shall not be part of the Grade Card.

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP101	Business Communication	2	-	2	3	3	30	20	50
CP111	Managerial Economics	3	1	-	4	3	30	20	50
CP121	Management Accounting	3	1	-	4	3	30	20	50
CP131	Business Statistics	3	1	-	4	3	30	20	50
CP141	Organizational Behavior	3	1	-	4	3	30	20	50
CP151	Management Science	3	1	-	4	3	30	20	50
CP161	Marketing Management - I	3	1	-	4	3	30	20	50
CP171	**Women Leadership and Business**	3	1	-	4	3	30	20	50
	Sub Total				**31**				

First Year
Spring Semester

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP102	Business Research Methods	3	1	-	4	3	30	20	50
CP112	Marketing Management - II	3	1	-	4	3	30	20	50
CP122	Financial Management	3	1	-	4	3	30	20	50
CP132	Human Resource Management	3	1	-	4	3	30	20	50
CP142	Operations Management	3	1	-	4	3	30	20	50
CP152	Business Environment	3	1	-	4	3	30	20	50
CP162	IT Tools for Manager	2	-	2	3	3	30	20	50
CP172	**Supply Chain Management**	3	1	-	4	3	30	20	50
	Sub Total				**31**				

Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test.

Master of Business Administration (MBA)
(Dual Specialization)
Two Year Programme
Academic Curriculum (2019-2020 Onward)

Second Year
Autumn Semester

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP203	**Strategic Management**	3	1	-	4	3	30	20	50
CP213	**Project Management**	2	-	2	3	3	30	20	50
CP223	Summer Internship Project**	-	-	-	3	3	-	-	-
	Specialization Elective – I	3	1	-	4	3	30	20	50
	Specialization Elective – II	3	1	-	4	3	30	20	50
	Specialization Elective – III	3	1	-	4	3	30	20	50
	Specialization Elective – IV	3	1	-	4	3	30	20	50
	Specialization Elective – V	3	1	-	4	3	30	20	50
	Specialization Elective – VI	3	1	-	4	3	30	20	50
	Sub Total				**34**				

Second Year
Spring Semester

Course Code	Course Title	L	T	P	C	ETE (Hours)	Weightage (%)		
							CW*	MTE	ETE
CP204	Business Ethics and CSR	3	1	-	4	3	30	20	50
CP214	**Legal Aspects of Business**	3	1	-	4	3	30	20	50
CP224	Dissertation #	-	-	-	3	-	-	-	-
	Specialization Elective - I	3	1	-	4	3	30	20	50
	Specialization Elective - II	3	1	-	4	3	30	20	50
	Specialization Elective - III	3	1	-	4	3	30	20	50
	Specialization Elective - IV	3	1	-	4	3	30	20	50
	Specialization Elective - V	3	1	-	4	3	30	20	50
	Specialization Elective - VI	3	1	-	4	3	30	20	50
	Sub Total				**35**				

Total Credits	**131**

Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test.

****: Summer Internship** duration shall be of 8 weeks. And evaluation pattern shall be – Report: 25%, Viva-Voce: 25%, Faculty Mentor Evaluation: 25% and Industry Mentor Evaluation: 25%.

#: Dissertation shall spread over to two semesters i.e. III and IV. Evaluation is - 75% on report and 25% on Viva

Elective Areas

Finance Area

Course Code	Course Name
FM203	Security Analysis and Portfolio Management
FM213	Corporate Finance
FM223	**Banking and Insurance Management**
FM233	**Financial Statement Analysis**
FM204	Financial Derivatives and Risk Management
FM214	**International Financial Management**
FM224	Financial Modelling
FM234	**Corporate Restructuring**

Human Resource Management Area

Course Code	Course Name
HR203	Organization Development Systems
HR213	Talent Management
HR223	Industrial Relations
HR233	**HR Analytics**
HR204	**Diversity and Inclusion**
HR214	Human Resource Development Systems
HR224	Performance Management
HR234	Compensation Management

Marketing Area

Course Code	Course Name
MM203	Consumer Behavior
MM213	**B2B Marketing**
MM223	Marketing of Services
MM233	**Sales and Distribution Management**
MM243	**International Marketing**
MM 204	Integrated Marketing Communication
MM214	Digital Marketing
MM224	**Rural Marketing**
MM234	**Retail Management**
MM244	Strategic Brand Management

Retail Management Area*

Course Code	Course Name
RM203	Retail Marketing and Strategy
RM213	Retail Operations
RM223	Retail Supply Chain Management
RM233	Retail Merchandising Management
RM204	Omni-channel Retailing
RM214	Mall Management
RM224	International Retailing
RM234	Retail Analytics

Supply Chain Management Area

Course Code	Course Name
SC203	Purchase and Vendor Management
SC213	Logistics and Distribution Management
SC223	Enterprise Resource Planning
SC204	Global Supply Chain Management
SC214	Supply Chain Analytics
SC224	Supply Chain Risk Management.

Travel and Tourism Area*

Course Code	Course Name
TT203	Bio-physical Endowments of India
TT213	Travel Agency and Tour Operations
TT223	Tourism Transportation
TT233	Management Information Systems
TT204	Tourist Behavior and Cross-Cultural Management
TT214	Medical and Wellness Tourism
TT224	Basic Air Fare and Ticketing
TT234	Computerized Reservation System

: *Student is not allowed to take Combination of Retail Management and Travel & Tourism.

FIRST YEAR AUTUMN SEMESTER - I

Business Communication

CP101 **2-0-2-3**

Course Objective

This course is designed to enhance the communication skills required in different business contexts through various interactive activities. This course will improve the student's self-confidence to express them in the professional business environment. This course will help and acquaint the participants with the basic concepts and techniques of communication, viz Listening, Speaking, Reading & Writing skills.

Course Content

Effective Communication in Business: Importance and benefits of effective communication, Components of communication, Forms of Communication, Communication process, Role of Verbal and Non-verbal symbols in communication, Barriers to effective communication, Overcoming communication barriers, Seven C's of effective communication. **[5]**

Strategies for Successful Listening and Speaking Skills: Definition, Types, Purposes of listening, Anatomy of poor listening, Features of a good listener, Characteristics of Oral communication, Principles and types of oral communication, Strategies to handle different communication. **[8]**

Corporate Communication: Definition, Scope, Importance and components of corporate communication, Professional communicator responsibilities, corporate communication and Public Relation, Role of social media in communication. **[8]**

Forms of Communication in Written Mode: Improving writing skills, Planning and execution of messages, writing different messages, writing reports, proposals and business plans. Strategies for Successful Interpersonal Communication: Dyadic communication, Meetings: need, importance & planning of Meetings, Drafting of notice, Agenda, Minutes & resolutions of Meeting, Creating and delivering good presentations, Managing data and visuals. **[8]**

Business Etiquettes and Cross-cultural Communication: Introduction, Constituents of Etiquettes, Business Etiquettes and modern technology, Workplace culture, Communicating across different cultures, Culture and writing skills. **[6]**

Career Management and Technology: Introduction, Searching for talent, looking for Job, Planning for Job, Social Networking and Job search, Preparing for Resume, Cover Letter, Group Discussion and Interview, Technology in Business Communication. **[4]**

Text Books

1. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), "*Business Communication*", 13th Edition, New Delhi: McGraw Hill Education.
2. Raman, M. and Singh, P. (2012), "*Business Communication*", 2nd Edition, New Delhi: Oxford University Press.

Reference Books

1. Chaturvedi, P.D. and Chaturvedi, M. (2011), "*Business Communication, Concepts: Cases and Applications*", 2nd Edition, New Delhi: Pearson Education.
2. Mukerjee, H.S. (2013), "*Business Communication*", 2nd Edition, New Delhi: Oxford University Press.
3. Sharma R.C., Mohan, K. (2007), "*Business: Correspondence and Report Writing*", 3rd Edition, New Delhi: McGraw Hill Education.

Managerial Economics

CP111 **3-1-0-4**

Course Objective

The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic Theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. While conducting this course importance is given to the complexity of decision making process emanating from evolutionary changes that have occurred in the business firms over time.

Course Content

Nature and scope of Managerial: Economics and optimization techniques- Introduction to Economics and Managerial Economics, theory of the firm and objectives of the firm; Nature and functions of profit; total, marginal and average relationships Optimization analysis- profit maximization through total revenue-total cost approach; profit maximization through marginal analysis. **[6]**

Demand Analysis, Demand Estimation and Demand Forecasting- Individual's demand, specification of the demand function, factors affecting demand Different concepts of elasticity and their measurement, relationship between price elasticity, total revenue and marginal revenue Use of elasticity in managerial decision-making, introduction of demand estimation Methods of demand estimation; use of regression analysis in demand estimation; demand forecast with qualitative and quantitative methods. **[8]**

Theory of production, cost concepts, cost functions and estimation- Production function; short run production function, law of diminishing returns; Production Function and Iso-quants and Iso-costs function; Optimal combination of inputs for minimizing cost ; long run production function and returns to scale; Type of costs; short run and long run cost functions, marginal costs, average costs ; Fixed and variable costs and estimation of cost functions; break-even analysis. **[12]**

Market Structure, Pricing Practices and Game Theory-What are different market structures; Pricing under perfect competition; assumptions, short run and long run equilibrium of the firm and market Determination of price; profit maximization; Pricing under Monopoly: pure and discrimination monopoly; Pricing determination under Monopolistic Competition; Pricing under Oligopoly and Duopoly; Game Theory and Strategic Behavior; Role of the Government in pricing. **[13]**

Text Books

1. Salvatore, D. (2014), "*Managerial Economics in a Global Economy*", 8th Edition, New Delhi: Thomson South-Western.
2. Samuelson, A.P. and Nardhas, W.D. (2010), "*Economics*", 19th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dholakia, R.H. and Oza, A.N. (2003), "*Microeconomics for Management Students*", New Delhi: Oxford University Press.
2. Gupta, G.S. (2003), "*Managerial Economics*", New Delhi: McGraw Hill Education.
3. Keat, P. and Banerjee, S. (2010), "*Managerial Economics: Economic Tools for Today's Decision Makers*", 6th Edition, New Delhi: Pearson Education.
4. Kreps, D.M. (2004), "*Microeconomics for Managers*", New Delhi: W.W. Norton and Company.

Management Accounting

CP121 **3-1-0-4**

Course Objective

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Course Content

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost, Materials, Labour and overheads and their allocation and apportionment, Preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting. **[4]**

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc. **[6]**

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc. **[8]**

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. **[8]**

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each. **[7]**

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing. **[6]**

Text Books

1. Horngren (2015), "*Financial and Managerial Accounting*", 5th Edition, New Delhi: Pearson Education.
2. Khan, M.Y. and Jain, P.K. (2103), "*Management Accounting: Text, Problems and Cases*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Colin, D. (2005), "*Management Accounting for Business*", 3rd Edition, New Delhi: Thomson.
2. Pandey, I.M. (2009), "*Management Accounting*", New Delhi: S. Chand and Sons.
3. Pauline, W. (2006), "*Financial and Management Accounting*", 7th Edition, Pearson Education.

Business Statistics

CP131 **3-1-0-4**

Course Objective

In an increasingly complex world, statistical thinking, understanding, and skill are more important than ever. In this course students are introduced to the fundamental concepts and with skills for proficiency in statistics. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the data.

Course Content

Introduction to Statistics: Origin, Nature and scope in business management. Data processing – Classification, Summarization, Tabulation of data – presentation (tabular and graphic) – Frequency distribution, Measures of central tendency - mathematical properties of arithmetic mean, Arithmetic mean, Weighted mean, Geometric mean, Median, Mode, and Partition values – Quartiles, Deciles and Percentiles, Measures of dispersion - Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation. **[10]**

Measures of Dispersion: (Absolute and Relative) Range, Quartile deviation, Mean deviation, Standard deviation, Co-efficient, Skewness and Kurtosis.

Testing of Hypothesis - Concepts – types of errors, null and alternate hypothesis – level of significance. Testing of means and proportions for small and large samples - one-sample test. Testing of difference between means and proportions for small and large samples. 2 Test of goodness of fit – Test of independence – ANOVA – one way and two way classifications. **[7]**

Business forecasting - Time series analysis, components, Methods, Straight line method – Semi averages method – Least square method – Moving averages. **[5]**

Probability: Probability sampling, non-probability sampling. Estimation -Point and Interval estimates – Confidence intervals – determining sample size, Axiomatic approach to probability, Laws of addition and multiplication, Bayes' theorem. **[6]**

Theoretical Probability Distributions: Random variable and distribution function: Discrete probability distributions, Continuous probability distributions. **[6]**

Correlation and Regression (Bivariate and Multivariate): Karl Pearson coefficient of correlation, Spearman's correlation coefficient, Concurrent deviation, Lines of regression. **[5]**

Text Books

1. Levin, R.I., Rubin, D.S., Rastogi, S. and Siddiqui, H.M. (2017), "*Statistics for Management*", 8th Edition, New Delhi: Pearson Education.
2. Whigham, D. (2007), "*Business Data Analysis Using Excel*", 1st Edition, New Delhi: Oxford University Press.

Reference Books

1. Black, K. (2016), "*Business Statistics: For Contemporary Decision Making*", 9th Edition, New Delhi: Wiley India.
2. Hooda, R.P (1994), "*Statistics for Business and Economics*", New Delhi: Macmillan India Ltd.
3. Morse, L.B. (1994), "*Statistics for Business and Economics*", New York: Harper Collins.
4. Webster, A. (2006), "*Applied Statistics for Business and Economics*", 3rd Edition, New Delhi: McGraw Hill Education.

Organizational Behavior

CP141 **3-1-0-4**

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content:

Introduction: Historical evolution of OB, Organizational structure, Management functions and roles, developing an OB Model. **[4]**

Individual Behavior: Personality and values, Personality assessment instruments, Attitudes and job satisfaction, Perception and attribution, linking individual behavior to the workplace. Learning: Concept, Learning theories, Reinforcement, Administering reinforcement, Organizational behavior modification. **[9]**

Motivation: Definition and importance, early theories of motivation, Contemporary theories of motivation, Motivational tools in organization – Job characteristics model, Employee involvement, Rewards. **[7]**

Group Behavior: Concept of Groups, Stages of group development, Group properties, Group decision making, creating effective teams, turning individual into team players. Skills for Managing Teams: Communication, Conflict, Power and Influence, Emotional intelligence. **[8]**

Leadership: Concept, Leadership styles, Theories – Trait, Behavioral, Contingency; Finding and creating effective leaders. **[6]**

Managing Modern Organizations- Culture formation, Managing cross cultural differences, Innovation and learning organization. **[5]**

Text Books

1. Luthans, F. (2013), "*Organizational Behavior-An Evidence-Based Approach*", 12th Edition, New Delhi, McGraw Hill Education.
2. Robbins, S.P., Judge, T.A. and Vohra, N. (2017), "*Organizational Behavior*", 16th Edition, New Delhi, Pearson Education.

Reference Books

1. Newstrom, J.W. (2007), "*Organizational Behavior-Human Behavior at Work*", 12th Edition, New Delhi, McGraw Hill Education.
2. Pareek, U. and Khanna, S. (2011), "*Understanding Organizational Behavior*", 3rd Edition, New Delhi, Oxford University Press.
3. Parikh, M. and Gupta, R. (2010), "*Organizational Behavior*", 1st Edition, New Delhi, McGraw Hill Education.

Management Science

CP151 **3-1-0-4**

Course Objective

This module aims to introduce students to use quantitative methods and techniques for effective decision–making; model formulation and applications that are used in solving management problems.

Course Content:

Introduction: Concept, Model building for business decisions, Concepts of a model, Classification of a model, General Methods for solving models. **[4]**

Linear Programming: Formulation, Geometric method, Simplex method, M'Charnes method, Concept of duality, multiple optimal solutions, Duality theory – formulation of large LPP – interpretation. Post Optimality Analysis. **[6]**

Transportation Problem: Nature and scope – Optimal solution – North West Corner rule – Matrix minima method – VOGEL's Approximation Method (VAM) – Test for optimality – Modified Distribution Method (MODI) - Unbalanced transportation problems, Transportation problem as LPP, Methods of solutions, variations. Assignment Problem: Mathematical statement, Solution methods, variations. **[8]**

Game Theory: Two people zero sum game, pure strategies and saddle point, mixed strategies and solution methods. **[5]**

Queuing Theory: Components, Description of queuing model, Single channel models, Performance measures, Cost behavior analysis. **[7]**

Decision Theory: Concept of decision theory, Types of decision-making environment, Decision tree analysis.

Sequencing: Flow shop sequencing problems, Markov Process, Job shop sequencing problems, Processing 'n' jobs through 2 and 3 machines. Network Analysis: Rules for drawing the network diagram, Applications of PERT, Techniques in project planning and control. **[9]**

Text Books

1. Anderson, D.R., Sweeney, D.J. and Williams, T.A. (2008), "*An Introduction to Management Science*", 11th Edition, New Delhi: Cengage Learning.
2. Sharma, J.K. (2009), "*Operations research: Theory and Applications*", 4th Edition, New Delhi: Macmillan.

Reference Books

1. Balakrishnan, N. (2014), "*Managerial Decision Modeling with Spreadsheets*", 3rd Edition, New Delhi: Pearson Education.
2. Hillier, F.S. and Liebermann, G.J. (2006), "*Introduction to Operations Research*", 8th Edition, New Delhi: McGraw Hill Education.
3. Pai, P.P., "*Operations Research - Principles and Practice*", New Delhi: Oxford Higher Education.

Marketing Management-I

CP161 **3-1-0-4**

Course Objective

Marketing is one of the core processes in the success, growth and long-term performance of any corporate enterprise. Business model of most of the proactive enterprises throughout the world are revolving around marketing in general and consumer in particular. Over the period of time, concepts and dimensions of marketing have evolved from product-centric and insight-out approach to customer-centric and outside-in approach.

Course Content:

Overview of Contemporary Marketing: Evolution of marketing; Issues and challenges of new economy; Transition from conventional marketing (marketing-mix) model to value based strategic marketing framework; Strategic marketing Planning & its dimensions **[11]**

Understanding Consumer Behavior & their Value Drivers (Value Exploration): Understanding consumer; Consumer purchase decision-making process; Factors affecting consumer behavior; Consumer Value, dimensions and drivers for purchase decisions; Consumer value models, Consumer life-time value. **[7]**

Marketing Environmental Assessment (Value Definition): Concepts, characteristics, Impact and dimensions of marketing environment; Analyzing and scanning macro & micro marketing environment; Analyzing and scanning of Internal marketing environment (resources), Marketing environment appraisal tools for value definition (SWOT analysis, Porter 5 Forces Model and PEST analysis); Nature and functions of marketing information system & marketing research in value exploration and definition. **[8]**

Market Segmentation, Targeting & Positioning (Value Proposition): Concept and dimensions of value proposition; Value proposition and consumer value models; Nature, concept and need of market segmentation, Bases for segmentation; Target market selection strategies; Positioning strategies. **[8]**

Product (Value Creation & Offering): Value creation through marketing strategy; Product as core of value; Service as a means of value; Brand as a value addition; Why products fail? Meaning dimensions and classification of products, product mix, Product line strategies, Concept of new product, New product development process, and Product life cycle. **[5]**

Text Books

1. Baines, P., Fill, C. and Page, K. (2015), "*Marketing*", Asian Edition, New Delhi: Oxford University Press.
2. Kotler, P. and Keller, K.L. (2016), "*Marketing Management*", 15th Edition, New Delhi: Pearson Education.

Reference Books

1. Grewal, D. and Levi, M. *"Marketing,"* 5th Edition, Chennai: McGraw Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "*Marketing Moves: A New Approach to Profit Growth and Renewal*", Boston: Harvard Business School Press.

WOMEN LEADERSHIP AND BUSINESS

CP 171 **3-1-0-4**

The course will help students to lead with lasting impact and build strategic advantage for themselves. Students will emerge reenergized about their career and empowered with a realistic agenda for change in themselves and in their own approach to leadership.

Objectives:

The primary objective of this course is to begin to uncover and understand the unique challenges, constraints, and opportunities that face women today as they ascend to leadership positions in organizations.

A secondary objective of the course is to encourage students to think critically about the kinds of interpersonal, social, and cultural changes that are necessary to support women's advancement in positions of power and authority.

Women in Management: Current status of women leaders, Concepts of gender and leadership in Indian culture, Global gender perspectives in business**,** Confronting problems faced by women in organizations, Human resource management for gender diversity, Identity and social networking, Legal perspectives for women in India, Working women in emerging markets. **[6]**

Leadership: Concept, Leadership development for women, Leadership identity, Leadership assessment, Aligning leadership strategy and style with personal values and self-image, Personal brand in the workplace, Successful women leadership models abroad. **[6]**

Building Leadership Potential Self-awareness**,** Emotional intelligence**,** Leading and managing teams, Interpersonal skills, Conflict management, Managing and leading teams, Effective negotiations. **[8]**

Leadership Communication: Persuasion and argumentation, Thinking through a management situation, Presentation skills, Communication analytics. **[6]**

Developing a Leadership Style: Leading with authenticity, Strategies for implementing personal change, Leveraging talent in teams, Diversity inclusion, Coaching sessions in small groups. **[5]**

Managing in a digital age: Data Analytics, Digital Marketing, Identity and social networking **[3]**

Business Transformation: Bird's eye view of organizational functioning – Finance, Marketing, HR and Operations Management of systems - Entrepreneurial skills, Strategic leadership. **[5]**

Text:

1. Eagly, A. H., & Carli, L. L. (2007). Through the labyrinth: The truth about how women become leaders. Boston, MA: Harvard Business School Press.

Reference:

1. Northouse, P. G. (2016). Leadership: Theory and practice (7th ed). Thousand Oaks, CA: Sage.

FIRST YEAR SPRING SEMESTER - II

Business Research Methods

CP102 **3-1-0-4**

Course Objective

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. The students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem.

Course Content:

Introduction to Business Research: Nature of business research, Business research process, Ethics in business research, recent trends. **[5]**

Research Designs: Introduction and classification, Exploratory research, Descriptive research, Causal research. **[6]**

Measurement and Scaling: Primary scales of measurement, Comparative scaling Techniques, Non-Comparative scaling techniques and Scale evaluation. **[6]**

Data Collection & Preparation: Primary data, Secondary data, Questionnaire and form design, Objectives, Design process. **[8]**

Sampling: Sampling design process, Classification of sampling techniques, Sample size determination.

Data Analysis: Hypothesis meaning, Sources types - Parametric and non-parametric tests, Parametric test, T test, F Test and Z test, Non Parametric Test - U Test, Kruskal Wallis, Sign test, Discriminant analysis, Factor and cluster analysis. **[8]**

Report Writing & Presentation: Significance, Report writing- Steps, Layout, Presentation - Executive summary, Precautions, Norms for using tables, Charts and diagrams – Appendix, Index and Bibliography. **[6]**

Text Books

1. Bajpai, N. (2017), "*Business Research Methods*", 2nd Edition, New Delhi: Pearson Education.
2. Mishra, P. (2015), "*Business Research Methods*", New Delhi: Oxford University Press.

Reference Books

1. Bryman,A. and Bell, E. (2015), "*Business Research Methods*",4th Edition, New Delhi: Oxford University Press.
2. Cooper, D. R., Schindler, P.S., Sharma, J.K. (2015), "*Business Research Methods*", 11th Edition, New Delhi: McGraw Hill Education.
3. Saunders, M., Lewis, P. and Thornhill, A. (2009), "*Research Methods for Business Students*", 5th Edition, New Delhi: Pearson Education.
4. Zikmund, W.G, (2009), "*Business Research Method*", 7th Edition, New Delhi: Cengage Learning.

Marketing Management-II

CP112 **3-1-0-4**

Course Objective

This course is the extension to Marketing management-I course. Marketing is one of the major and most important functional areas of management. Marketing holds the key to the survival and success of any business organization. Both individual and organizational customers are using various marketing strategies to garner higher market share and move ahead of their competitors. The field of marketing has been changing over the years incorporating newer and more advanced concepts and theories. The role of marketing as a game-changer is reinforced by its emphasis on the customer. Customer is not only the 'King' but the Emperor' today, whose expectations are not only changing but also increasing significantly.

Course Content:

Introduction and recapitulation of Marketing Management-I **[6]**

Price (Capturing Value): Nature and dimensions of price; Price as a basis of value maximization; Factors influencing Pricing decision; Pricing methods and strategies; Dynamic pricing and value addition,

Distribution (Value Delivery): Availability vs delivery, Growing strategic value of delivery, Designing channel structure and value network; Marketing channel institutions; Modern retail formats; Overview of Internet-based distribution systems; e-tailing; Multiple channel system (MCS); Concept and dimensions of logistics in delivery; Critical role of logistics in value creation and delivery **[6]**

Integrated Marketing Communication (Communicating Value): Value of information to consumer and its role in consumer purchase decision; Concept and elements of Integrated Marketing Communication (IMC); Contemporary trends in designing and managing IMC Strategy; Digital campaigning; IMC Budget allocation and estimation. **[8]**

Personal Selling and Sales Management: its value addition role in facilitating and assisting consumers in their purchase decisions Relationship Marketing (Valued Relationships). **[7]**

Relationship Marketing: Nature, concept and significance of relationships marketing; Consumer relationship management; Partner relationship management, Marketing Performance Assessment (Value Evaluation): **[8]**

Strategic Marketing: Strategic significance of marketing performance evaluation; Performance evaluation tools (Sales volume, market share, marketing cost analysis, Return of marketing investment, Consumer and partner relationship status and frequency of conflicts; Customer value maximization). **[4]**

Text Books

1. Etzel, M.J., Walker, B.J., Stanton, W.J. and Pandit, A. (2009), "*Marketing Concepts and Cases*", 14th edition, New Delhi: McGraw Hill Education.
2. Kotler, P. and Keller, K.L. (2016), "*Marketing Management*", 15th Edition, New Delhi: Pearson Education.

Reference Books

1. Grewal, D. and Levi, M. "*Marketing*", 5th Edition, Chennai: McGraw-Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "*Marketing Moves: A New Approach to Profit Growth and Renewal*", Boston: Harvard Business School Press.
3. Kumar, N. (2004), "*Marketing As Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation*", Boston: Harvard Business School Press.

Financial Management

CP122 **3-1-0-4**

Course Objective

The objective of this course is to develop a foundation of financial management concepts. This will enable the students to understand how corporations make investment & financing decisions. This course will help the students in understanding both the theoretical and practical role of financial management in business corporations.

Course Content:

Introduction to Finance: Financial markets, Financial institutions, Financial services, Financial instruments, Functions and goals of finance. ***Financial Management***: Nature, Scope, and Objectives of financial management, Time value of money, Risk and return. **[6]**

Capital Structure and Cost of Capital: Capital structure and leverage, Optimum capital structure, Measurement of specific costs, Computation of overall cost of capital ***Financing Decision***: Long-term financing, Short-term financing, Term financing, Venture capital, Basics of lease financing. **[9]**

Capital Budgeting: Principles, Techniques, Measurement and evaluation, Case study problems. ***Working Capital Management***: Planning of working capital, Working capital financing and Inventory management. **[9]**

Financial derivatives: Options, Futures, Forwards, Warrants, Hedging using derivatives. **[5]**

Dividend Policy Decision: Dividend and valuation, Determinants of dividend policy **[5]**

Behavioral Finance Investment Decision Cycle: Judgment under uncertainty, Utility/ Preference functions, Expected Utility Theory [EUT]. **[5]**

Text Books

1. Horne, V. (2008), "*Fundamentals of Financial Management*", 12th Edition, New Delhi: Pearson Education.
2. Lawerence, J.G., and Zutter, C.J. (2015), "*Principles of Managerial Finance*", 14th Edition, New Delhi: Pearson Education.

Reference Books

1. Brigham, E.F. (2014), "*Financial Management Theory and Practice*", 14th Edition, New Delhi: Cengage Learning.
2. Chandra, P. (2008), "*Financial Management*", 7th Edition, New Delhi: McGraw Hill Education.
3. Khan, M.Y. and Jain, P.K. (2005), "*Basic Financial Management*", 2nd Edition, New Delhi: McGraw Hill Education.
4. Pandey, I.M. (2008), "*Financial Management*", 10th Edition, New Delhi: Vikas Publishing House.

Human Resource Management

CP132 **3-1-0-4**

Course Objective

This course will help students to learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration. This course will also discuss how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, development etc) and organizational culture.

Course Content:

HRM: Meaning, Nature, Scope and functional area of HRM, Approaches to HRM- soft hard, Strategic HRM, Managing HR Function: Organizing the HR Unit, Line and Staff Relationship, Policies and Procedures, Planning HR activities, Controlling HR Function **[6]**

HRP: Concept of HRP, Objective, HRP Process, Strategic role of HRP Job Analysis, Job Description, Job Specification and Job Design, Recruitment: sources/ Methods, Selection - Steps in selection procedures, Interview (Structured/ Non-structured), Induction and Placement. **[9]**

Training and Development: Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing, Career management and Talent Management. Nature, objectives and process; **[6]**

Performance management: Methods of performance appraisal; Potential appraisal; Employee counseling, Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Job evaluation. **[7]**

Employee health and safety: Employee welfare; Social security measures, Employer-employee relations- An overview; Grievance handling and redressal, Industrial disputes: Causes and settlement machineries, Trade Union- Nature, Trade Union Movement in India, Strategic choices before managers and unions and managing unions. **[6]**

Virtual Organizations and role of HR: Managing Employee Downsizing, Employee Empowerment and Worker's Participation in Management, Changing Role of HR in Global Scenario. **[5]**

Text Books

1. Ashwathappa, K. (2015), "*Human Resource Management*", 7th Edition, New Delhi: McGraw Hill Education.
2. Dessler, G. and Varkkey, B. (2017), "*Human Resource Management*", 15th Edition, New Delhi, Pearson Education.

Reference Books

1. Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2009), "*Human Resource Management*", 5th Edition, New Delhi: McGraw Hill Education.
2. Mondy, A.W. and Noe, R.M. (2016), "*Human Resource Management*", 14th Edition, New Delhi, Pearson Education.
3. Banfield, P. and Kay, R. (2009) "*Introduction to Human Resource Management*", New Delhi: Oxford University Press.

Operations Management

CP142 **3-1-0-4**

Course Objective

Operations management exists in diverse types of functions, industries, organizations, and management jobs. Operations managers range from first-level supervisors to senior vice-presidents, who use a variety of resources to systematically plan, design, manage, and improve systems that effectively accomplish the operations task. The challenge for operations managers is to produce products and deliver services in a way that is compatible with the business strategy of the company.

Course Content:

Understanding Operations: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. **[4]**

Operations Strategy: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement. **[6]**

Supply Network Management: Designing and managing supply networks, The design of services and products, Process Design, Process Analysis, Location, Layout and flow, The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design. **[8]**

Measuring Product Development Performance, Service Encounters, Structuring the Service Encounter, Service-System Design Matrix, Managing Capacity, Managing Demand, Inventory Management. **[8]**

Quality Management & Control: Quality Concept, Costs, Tools, Statistical Process Control, Process Capability, Operations Strategy, Lean Synchronization, : Process Analysis – Process utilization and capacity, impact of variability, Understanding Supply Chain Management. **[8]**

Quality Management & Control: JIT and Lean Production , Performance Management System, Design of Operating Systems, Managing Projects, Linking Behavior to Operations, Linking Finance to Operations. **[5]**

Text Books

1. Chase, R.B., Shankar, R. and Jacobs, F.R. (2015), "*Operations and Supply Chain Management*", 14th Edition, New Delhi: McGraw Hill Education.
2. Heizer, J. and Render, B. (2015), "*Operations Management: Sustainability and Supply Chain Management*", 11th Edition, New Delhi: Pearson Education.

Reference Books

1. Bedi, K. (2013), "*Production and Operations Management*", 3rd Edition, New Delhi: Oxford University Press.
2. Buffa, E.S. and Sarin, R.K. (2008), "*Modern Production/Operations Management*", New Delhi: John Wiley and Sons.
3. Chary, S.N. (2015), "*Production and Operations Management*", 5th Edition, New Delhi: McGraw Hill Education.

BUSINESS ENVIRONMENT

CP 152 **3-1-0-4**

The need of the hour to learn all the new policies, structures, measures, steps, and the implications with reference to legal framework, foreign investment, exports and imports, privatization, taxation, budget, competition, monetary policy, technology, capital market, foreign exchange transactions, corporate governance and social responsibility. Gaining knowledge about all these spectra of business world would help one to be a successful manager in the era of eve-increasing competition.

Objectives:

- To understand the overall business environment and evaluate its various components in business decision making.
- To understand the real life situations vis-à-vis economic systems of India and other countries.
- To analyze the impact of economic reforms on different industries.
- Explore socio-cultural issues of the society that influence business decisions.
- To understand legal environment of business in order to comply with it.

Course Contents

Nature and Characteristics of Contemporary Business: Internal and external environmental factors, Environmental analysis and strategic management. **[4]**

Environmental Analysis and Forecasting: Environment scanning and its processes, Techniques for environmental forecasting, Benefits and limitations of environment forecasting. **[4]**

Anatomy of the Indian Economy: Economic system, Planning process, Trend in macroeconomic variables, Economic structure and the stage of development. **[12]**
Economic Policies: Determinants of National Income, Inflation, Fiscal policy, Monetary policy and Trade policy, Economic fluctuations.

Politico-legal Environment: Relationship between business and Government, Important business laws in India - Companies Act, Competition Law, FEMA, SEBI Act, and Consumer Protection Act. **[5]**

Impact of Culture and Values: Inter-relationship between business and society, Salient features of Indian culture and values and its impact on business, The stakeholder Model of business, Problems created by business, SA8000. **[5]**

Technological Environment: The contribution of technology, Integrating technology with Business, Technology transfer, Managing technology for development, Multinationals as source of technology. **[4]**

Economic Reforms in India: The New Economic Policy – Globalization, Exim policy, Banking policy and FDI policy, Reforms in capital market, Salient Features of WTO. **[5]**

Text:

1. Cherunilam Francis, Business Environment: Text & Cases, 17th revised edition, Himalaya Publishing House.

References:

1. AC Fernando, Business Environment (2011), Pearson Education.
2. Aswathappa K, Essentials of Business Environment (8th edition), Himalaya Publishing House.
3. Pailwar Veena Keshav, Economic Environment of Business (2009), PHI

IT Tools for Managers

CP162 **2-0-2-3**

Course Objective

In an increasingly complex world, information technology thinking, understanding, and skill are more important than ever. In this course participants are introduced to the fundamental concepts and with skills for proficiency in information system. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the information and data.

Course Content:

Introduction to IT tools and MIS: Systems, data and information and knowledge, Importance of IT tools like spreadsheet, MS-Excel, and MIS in the competitive business environment. Introduction to Information Systems Technology, Basic Excel skills, Using Excel functions and developing Spread Sheep Models. **[7]**

Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Database Management System, Networking, Systems and Application Software, IT's people view, empowering people through information. **[7]**

Managing change – the Indian paradigm. managing the digital divide, big data. Decision Making and Types of information systems, Management information systems, transactions processing systems, decisions support systems, expert systems, office automation systems and knowledge-based systems. **[8]**

Structured decision making, unstructured decision making and semi structured decision making, Information Systems Analysis & Design, Stages of SDLC, Feasibility study, systems study and systems design, Resource utilization, implementation, audit, operation, maintenance and modification, **[8]**

Functional Information Systems, Marketing, Finance, HR, Production/Operations information systems, Enterprise Resource Planning, Process Mapping, Implementation Management. **[9]**

Text Books

1. Albright, C.S., Winston, W.L. and Zappe, C. J (2009), "*Decision Making Using Microsoft Excel*", New Delhi: Cengage Learning.
2. Efraim, T., Dorothy, L., Ephraim, M., and James, W. (2010), "*Information Technology for Management: Transforming Organizations in the Digital Economy*", 7th Edition, New Delhi: John Wiley and Sons.

Reference Books

1. O'Brien, J.A. (2010), "*Management Information Systems: Managing Information Technology in the Business Enterprise*", 7th Edition, New Delhi: McGraw Hill Education.
2. Stair, R. (2008), "*Principles of Information System*", New Delhi: Cengage Learning.
3. Williams, B.K. and Sawyer, S.C. (2012), "*Latest Complete Version Using Information Technology: A Practical Introduction to Computers and Communications*", New Delhi: McGraw Hill Education.

Supply Chain Management

CP172 **3-1-0-4**

Course Objective

In real terms, competition is no more between products and firms but in fact, it is between supply chain architectures of firms. In other word, supply chain has become a critical strategic weapon to outperform in fiercely global competitive market scenario. Most of the dynamic and forward looking firms from manufacturing sectors all across the world like Dell, Wal-Mart, Procter & Gamble, etc. have articulated their business model around best practices of supply chain management strategically and became capable of reaping its benefits in terms of delivery of superior value to their customers than rivals and have superior return on assets.

Course Content:

Introduction and Strategic Perspectives: Nature and concept of supply chain management; Supply chain linkages, Contemporary issues and challenges of business and supply chain management; Value chain and SCM; Supply chain competency; SCM and differential advantages. **[8]**

Supply Chain Strategic Foundation: Customer value, Customer services and channel strategy; Demand forecasting and management. **[8]**

Supply Chain Strategic Options: Operations strategies (make-to-stock, make-to-order, engineer-to-order; make-and-sell and sense-and-respond framework); Procurement strategies; Sourcing and vendor management strategies; Logistics services outsourcing strategies. **[8]**

Supply Chain Strategic Implementation: Value of information, Bullwhip effect and order management; Inventory management; Transportation management; Warehousing management. **[10]**

Supply Chain Strategic Output: Supply chain integration; IT enabled supply chain network, process Supply chain relationships; Supply chain performance scorecard. **[5]**

Text Books

1. Agrawal, D.K. (2017), "*Supply Chain Management: Strategy, Cases and Best Practices*", 2nd Edition, New Delhi: Cengage Learning.
2. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. and Shankar, R. (2007), "*Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*", 3rd Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chopra, S. and Meindl, P. (2016), "*Supply Chain Management*", 6th Edition, New Delhi: Pearson Education.
2. Weele, A.J.V. (2014), "*Purchasing and Supply Chain Management: Analysis, Planning and Practice*" 6th Edition, New Delhi: Cengage Learning.

SECOND YEAR AUTUMN SEMESTER - III

Strategic Management

CP203 **3-1-0-4**

Course Objective

This course is offered as a main course in the second semester. The course gives participants a general management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

Course Content:

Concept, Nature and Scope: Definitions of various strategic terms – Strategy, Corporate Strategy, Business Strategy, Operational Strategy Competitive Advantage and generic building blocks, Sustainable Competitive Advantage, Resources, Capabilities, Resource Based View of the Organization, core competency, distinctive competency, Mission, Visions, Goals, Objectives, Business Model Strategy Making Process: cursory concepts. **[7]**

External Analysis: Strategic Groups, Competitor Analysis: Porter's FFF, EFE (External Factor Analysis) Industry Life Cycle, PESTLED, CPM Matrix (Competitive Profile) Matrix Internal Analysis: Value Chain Concept and Analysis, IFE (Internal Factor Evaluation) Matrix SWOT, TOWS matrix, SPACE matrix. **[8]**

Competitive positioning and the business model: Competitive positioning and business-level strategy, Competitive positioning: Generic business level strategies, Dynamics of competitive positioning. Strategies in fragmented, embryonic, growth industries, Navigating through life cycle to maturity, Strategy in mature and declining industries, Game Theory. **[9]**

Corporate-level Strategy: Horizontal and Vertical Integration, Cooperative Relationships, Strategic Outsourcing, Related and Unrelated Diversification Strategy in the Global Environment: Porter's Diamond, Profitability and profit growth through global expansion, Cost reduction and local responsiveness pressures, choosing a global strategy, Basic entry decisions, Global strategic alliances, Mergers and Acquisitions Strategic Change and **[9]**

Turnaround Strategy: Change Management, Turnaround Strategy. Implementing Strategy through Organizational Design: Controls, Structure, Culture; Building Distinctive Competencies at the functional level implementing strategy in companies operating in single industry, across industries and countries Strategic Audit; Strategy Review, Evaluation and Control – Balanced Score Card. **[6]**

Text Books

1. Barney, J.A. and Hesterly, W.S. (2010), "*Strategic Management and Competitive Advantage*", 5th Edition, New Delhi: Pearson Education.
2. Pearce, J.A. II, Robinson, R.B. and Mittal, A. (2016), "*Strategic Management: Formulation, Implementation and Control*", 12th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dess, G.G., Lumpkin, G.T., Eisner, A.B., McNamara, G. and Kim, B. (2013), "*Strategic Management: Creating Competitive Advantages*", 6th Edition, New Delhi: McGraw Hill Education.
2. Hill, C.W.L., Schilling, M.A. and Jones, G.R. (2017), "*Strategic Management Theory: An Integrated Approach*", 12th Edition, New Delhi: Cengage Learning.

Project Management

CP213 **2-0-2-3**

Course Objective

This course is designed to educate participants the basic principles of project management. Participants will learn details about the project life cycle, how to identify and schedule project resources, create project flow charts, and produce critical path planning and evaluation reports. Important issues of project selection and team management are also covered. These learning objectives are reinforced by a course project that allows the participant to apply the principles and use the tools they learn. In addition, participants are provided with case studies describing real-world project management problems and their solutions.

Course Content:

Introduction: Definition of project, need for project management, Project life cycle, project stake holders. Defining project scope, establishing project priorities, Work break down structure, Process breakdown structure, and responsibility matrices **[8]**

Factors influence Projects: Factors influencing the quality of estimates, estimating guidelines for times, costs and resources, Macro and micro estimating, methods for estimating, level of detail, developing budgets, types of costs, refining estimates and contingency fund, selection of project. **[9]**

Five stage team development model: situational factors affecting team, building high performance project teams, managing virtual project teams. **[9]**
GANTT Chart, Crashing of Projects, Cost Analysis for Project Crashing.

Risk concept: risk identification, risk assessment, risk response development, contingency planning, contingency funding and time buffers, risk response control, and change control management. **[9]**

Project progress, performance measurement and evaluation: Structure of a project monitoring information system, project control process, monitoring time performance, need for an integrated information system, Progress monitoring indexes. **[5]**

Text Books

1. Gray, C.F. and Larson, E.W. (2011), "*Project Management: The Managerial Process*", 5th Edition, New Delhi: McGraw Hill Education.
2. Meredith, J.R. and Mantel, S.J. (2011), "*Project Management: A Managerial Approach*", New Delhi: John Wiley and Sons.

Reference Books

1. Kerzner, H. (2013), "*Project Management: A Systems Approach to Planning, Scheduling, and Controlling*", 10th Edition, New Delhi: John Wiley and Sons.
2. Lester, A. (2012), "*Project Management Planning and Control*", New Delhi: Elsevier.
3. Pinto, J.K. (2009), "Project Management- Achieving Competitive Advantage", New Delhi: Pearson Education.

Summer Internship Project

CP223 **0-0-0-3**

Course Objective

The summer internship project is designed to engage the participants in a field experience with an opportunity to share their hands on experiences and corporate insights, to explore the links between participants' academic preparation and their field work, and to assist participants in developing and carrying out the summer project which will serve to culminate their corporate internship experience.

Internships are individualized and tailored to the needs and interests of each participant in the program. As part of the internship experience, participants are expected to take an active role in finding an appropriate internship for themselves.

Course Content

Summer internship project is a three credit (full-time) course in which participants must enroll. Participants must maintain a journal of their daily activities and complete a paper analyzing their organizations' mission, structure, accomplishments, and current projects.

Duration: 8 weeks

The evaluation for this course will be determined as follows:

Evaluation pattern shall be – Report: 25% weight, Final Viva-Voce: 25%, Faculty mentor evaluation: 25% and Industry mentor evaluation: 25%.

Statement on Academic Dishonesty

Academic dishonesty is defined to include any form of cheating and /or plagiarism. Cheating includes, but is not limited to, such acts as stealing or altering testing instruments; falsifying the identity of persons for any academic purpose; offering, giving, or receiving unauthorized assistance on an examination, quiz, or other written or oral material in a course; of falsifying information on any type of academic record. Plagiarism is the presentation of written or oral material in a manner which conceals the true source of documentary material, or the presentation of material which uses hypotheses, conclusions, evidence, data, or the like, in a way that the participant appears to have done work which she did not, in fact, do.

Security Analysis and Portfolio Management

FM203 **3-1-0-4**

Course Objective

- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved.
- The course is designed with a view to acquaint the students with the working of security market and principles of security analysis
- To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Content

Role of Security Markets in Economy: Organization and Mechanics of Indian Security Markets, Various Securities and their Characteristics, Objective of the Security Analysis Functions of an Organized Security Market, Mechanics of Security Trading, Various Types of Security Markets and their Functions. **[8]**

Stock Exchanges: OTCEI, Depository, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market, Risk and Return, Utility Theory, Portfolio Theory, CAPM, APT, Multi-factor Models, Options and Futures, Security Analysis. **[10]**

Fundamental Analysis: Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm, Pricing of Security (IPOs and Seasoned Equity Open), Financial Statement Analysis, Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factors, The Risk Factors, including Internal Risk, Technical Analysis of Security Pricing, Market Efficiency and Behavioral Finance. **[10]**

Portfolio Management: Portfolio Theory, Portfolio Criteria, Efficient Set, Portfolio Selection and Diversification, The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model), Portfolio Management, Portfolio Objective, Size of Portfolio, Selection Basis and Readjustment, Timings of Disinvestment, Market Microstructure. **[11]**

Text Books

1. Fischer, D.E. and Jordan, R.J. (2009), "*Security Analysis and Portfolio Management*", 6th Edition, New Delhi: Prentice Hall of India.
2. Prasanna, C. (2102), "*Investment Analysis and Portfolio Management*", 4th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Elton, E.J., Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2014), "*Modern Portfolio Theory and Investment Analysis*", 9th Edition, US: Wiley.
2. Marcus, A.J., Mohanty, P., Bodie, Z. and Kane, A. (2009), "*Investments*", 8th Edition, New Delhi: McGraw Hill Education.
3. Reilly, F.K. and Brown, K.C. (2011), "*Investment Analysis and Portfolio Management*", 10th Edition, Cengage Learning.

Corporate Finance

FM213 **3-1-0-4**

This course examines important issues in corporate finance from the perspective of financial managers who are responsible for making significant investment and financing decisions. The concept of net present value, suitably adapted to account for taxes, uncertainty, and strategic concerns, is used to analyze how investment and financing decisions interact to affect the value of the firm.

Course Objective:

- To familiarize participants with basic concepts, tools and techniques for analyzing corporate study and understanding.
- To assess and compare the mechanics of discounting cash flows and free cash flows under budgeting criteria.
- To understand the debt structuring for optimal capital structure.
- Evaluate the optimal capital structure and effect of leverage on capital structure.

Course Content

Introduction to Corporate Finance: Finance function and the role of financial manager, impact of corporate governance on financial decision making; the goal of the firm. **[5]**

Valuation and Capital Budgeting: The analysis of discounted Cash Flow Valuation, FCFF evaluation criteria, EV and EVA valuation Making Capital Investment decisions, and mechanics of Interest Rates & Bond Valuation, duration, convexity and term structure of financial assets, Stock Valuation **[10]**

Risk : Risk & Return, Capital Asset & Pricing Model, Cost of Capital &Valuation **[7]**

Corporate Financing decision: Financial leverages and capital structure policy, Optimum capital structure: concepts, Limit to the use of debt. Long term financing: Leasing, Capital budgeting impact of inflation and taxes, Valuation and Capital Budgeting for the levered firm, Practical problems in capital budgeting, Capital investment decisions, dividend and other payouts. **[10]**

Long term financing: Leasing, hire purchase, factoring. **[7]**

Text Books

1. Damodran, A. (2014), "*Applied Corporate Finance*", 4th Edition, New Delhi: John Wiley and Sons.
2. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K. (2017), "*Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Berk, J. and DeMarzo, P. (2017), "*Corporate Finance*", 4th Edition, New Delhi: Pearson Education.
2. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P. (2014), "*Principles of Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.
3. Damodran, A. (2007), "*Corporate Finance: Theory and Practice*", 2nd Edition, New Delhi: John Wiley and Sons.

Banking Insurance and Management

FM 223 **3-1-0-4**

Course Objective

The objective of this course is to nurture the knowledge of operations of BFSI. With the advent of market oriented approach financial sector, mainly banking and Insurance face the challenge to continuously innovate and improve their products and services. This calls for excellence in the performance of operations of BFSI. This course provides detailed understandings of operations' of BFSI. This course designed to assist the students in understanding both the theoretical and practical of operations of BFSI.

Course Content:

Introduction to Financials Services: Meaning and concepts of banking, Functions of banks. Study on concepts, purposes and mechanism of Insurance, Principles of insurance, and types of insurance, essential feature of insurance contracts. Credit Management in Banks, Types of credit, Modes of credit delivery– Loan Policy, Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs. **[7]**

Treasury Management, Objectives of Treasury, structure & Organization, Functions and Responsibility of Treasurer, Cost Centre, Profit Centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS. **[7]**

BASEL Norms - Three pillars of BASEL Norms and Capital for Operational risk, Frame work for risk management, RBI guidelines on risk management , Risk rating and risk pricing , Methods for estimating capital requirements , Credit risk - standardized approach, advanced approach, Credit rating / credit scoring and rating system design. **[7]**

Product development in the life and non-life insurance sectors in India, Insurance Underwriting - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting. **[7]**

Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement, Insurance and Risk - significance of insurance and risk, Risk Management Process, role of risk evaluation in the process of insurance product formation, principles of insurance pricing and marketing, **[5]**

Elements in Computation of Life Assurance Premium –Mortality, Interest, Expenses, Level Premium System, Calculation of Age, Steps involved in calculation of premium, tools and techniques used in pricing individual life and health insurance. **[6]**

Text Books

1. Dorfman, M.S. (2012), "*Introduction to Risk Management and Insurance*", 10th Edition, New Delhi: Prentice Hall of India.
2. Indian Institute of Banking and Finance (2017), "*Theory & Practice of Treasury and Risk Management in Banks*", 2nd Edition, New Delhi: Taxmann Publications.

Reference Book

1. Indian Institute of Banking and Finance (2015), "*Insurance Products (Including pension Products)*", New Delhi: Taxmann Publication

FINANCIAL STATEMENT ANALYSIS

FM 233 **3-1-0-4**

This course is intended to enhance the skill level of the students in developing analytical skills. In this course, the students would be exposed to working on the corporate database. Extraction of the data and analyzing would be the main objective of this course. Students use different financial analysis methods and techniques to take a managerial decision on the quantitative data.

Course Objectives:

- We will incorporate key elements that you have learned in your other classes and apply this knowledge systematically to analyses the financial statements.
- The students will understand how to use ratios to compare a firm to its competitors and to evaluate changes in ratios over time. You will also know how to use these ratios to help forecast the future.
- Evaluate a firm's financial performance through both quantitative and qualitative analyses
- Have a framework for linear forecasting future earnings and predicting the stock market's response to quarterly earnings announcements.

Understanding Financial Statements: Notes to financial statement, additional information in annual report segment reporting- full disclosure- management discussion and analysis, **[5]**

Statement of Cash Flows: Comparative statement-common size, vertical and horizontal analysis Overview of Financial Reporting. **[7]**

Financial Statement Analysis: Interpretation Liquidity and solvency analysis using financial statements- the dilemma of cause and effect- Prerequisites of an effective financial statement- case studies. Computation of ROI, PE Ratio, Profitability Ratio, Financial condition ratio operational and managerial efficiency. **[8]**

Tools for Financial Statement Analysis: solvency ratio- Dividend policy- Growth measure- Computation of CAGR, PEG ratio, Du Pont analysis. Financial, planning and strategy, **[8]**

Advance analysis in Financial Statement: Financial forecasting; exponential smoothing, stationary time series and their properties; random walk model; unit roots, tests of stationarity; financial forecasting with AR, MA and ARMA models, Box-Jenkins methodology for ARIMA models, **[11]**

Text:

1. Khan and Jain ; Financial management,6TH edition, McGraw Hill (India).
2. Tsay.S.R; Analysis of Financial Time Series: Financial Econometrics, 3ed, 2010, WSE,(US)

References:

1. Pandey.M.I ; Financial management; 11th ed, 2018, Vikas Publication(India)
2. Wang.P; Financial Econometrics (Routledge Advanced Texts in Economics and Finance), 2008, Routledge (US)
3. Subramanyan.R.K, Wild.J.J; Financial Statement Analysis; 10e, Mc Graw Hill (India)

Organization Development Systems

HR 203 **3-1-0-4**

Course Objective

Students will learn how to improve individual, group/team and organizational performance through the use of OD techniques or interventions like group dynamics, training, culture change, and work-life balance.

Course Contents

Introduction: Leading Change – Why transformation efforts fail? **[2]**

Evolution and relevance of OD: Laboratory training background, Action research and survey feedback background, Participative management background, Productivity and quality of work background. **[4]**

Nature of Planned Change: Theories of planned change, General model of planned change, Types of planned change, designing intervention. **[4]**

The OD Process: Entering and contracting, Diagnosing organizations, Diagnosing groups and jobs, Collecting and analyzing diagnostic information, Feedback diagnostic information, Designing Interventions. **[6]**

Human Process Interventions: Executive coaching, Training and development, Team building, Conflict resolution, Improving interpersonal and intergroup relations. **[6]**

Techno Structural Interventions: Restructuring organization, Employee involvement, Work designs, Responsibility charting. **[5]**

Human Resource Management Interventions: Performance management, 360 degree feedback, Leadership development, Diversity management, Mentoring programs, Developing and assisting members. **[6]**

Strategic Interventions: Environmental framework, Competitive and collaborative strategies, Culture change, Learning and knowledge management. **[4]**

Special Applications of OD: OD in Global Setting, OD in non-industrial setting, Future directions in OD. **[2]**

Text Books:

1. Thomas G. Cummings and Christopher G. Worley (2015), *"Organization Development and Change"*, 10th Edition, New Delhi, Cengage Learning.
2. Bhattacharya Dipak Kumar (2014), *"Organization Change and Development"*, 1st Edition, New Delhi, Oxford University Press.

Reference Books:

1. Krishnamacharyulu CSK and Ramkrishnan Lalitha (2014), *"Organization Development"*, 1st Edition, New Delhi, PHI.
2. Wendell L. French, Cecil H. Bell, Robert A. Zawacki (2015), *"Organization Development and transformation-Managing Effective Change"*, New Delhi, Tata McGraw Hill.
3. Jim Grieves, (2010*), "Organizational Change-Themes & Issues"*, New Delhi, Oxford University Press.

Talent Management

HR213 **3-1-0-4**

Course Objective

The objective of the course is to make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization. Students will develop a conceptual understanding of the management of talents in the competitive environment.

Course Content

Introduction: Concept, Scope, Models/Approaches, Difference between talents and knowledge, Talent value chain, Elements of talent friendly organizations, Talent management process, Competitive advantage. **[5]**

Components of TMS: Challenges of TMS, Building blocks of TMS, Role of HR manager, Competency mapping, Process and Methods of competency mapping, Strategic performance appraisal, Designing the TMS. **[7]**

Talent Planning: Concept, Succession management process, Integrating succession planning and career planning, Designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent. **[8]**

Potential identification: Coaching, Mentoring, training and development with talent management, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system **[7]**

Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success **[7]**

Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India **[5]**

Text Books

1. Berger, L.A. and Berger, D.R. (2010), "*The Talent Management Hand Book*", 2nd Edition, New Delhi: McGraw Hill Education.
2. Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. (2008), "*Human Resource Management: Gaining a Competitive Advantage*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chowdhary, S. (2009), "*The Talent Era*", 1st Edition, New Delhi: Pearson Education.
2. Shukla, R. (2009), "*Talent Management*", 1st Edition, New Delhi: Global India Publications Pvt. Ltd.
3. Snell, S.A. and Bohlander, G.W. (2012), "*Managing Human Resources*", 16th Edition, New Delhi: Cengage Learning.

Industrial Relations

HR223 **3-1-0-4**

Course Objective

The aim of this course is to make participants conversant regarding conflict management in legal perspective and judicial system pertaining to labor management relations. Participants will be familiar with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes. This course also allows participants to view industrial relations within an international context as well as providing an insight into the workings of the Indian labour market.

Course Content

Industrial relations: Definition – Nature - Evolution of IR in India - Context and environment of IR - Three actors and their roles in IR -Approaches to IR and HR Relations - Gandhian approach - Marxian approach and Dunlop's Systems approach. Emerging Trends in IR, Future of IR in India **[9]**

Role of trade unions: Trade union in India, National level federations, Goals and objectives of unions and union leadership, Weaknesses in trade unions, Types of trade unions, Theories of trade unionism, Cross cultural aspects of union management relations, Trade Union Act 1926 - An overview, Union recognition, De –unionization strategies. IR policies: The state and IR policies - Evolution of IR policies - National Commission on Labor and IR policy (1969). **[10]**

Grievance procedure: discipline - Labor courts - Collective bargaining: concept and development - Industrial unrest in India. Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes - Lockouts - Lay Off-Retrenchment - Unfair Labor Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling. **[10]**

Industrial Democracy: Concept and scope of industrial democracy, Worker's participation, Objectives for successful participation, Strategy, Practices, Behavioral science contribution and models, Rationale for participation, Issues in participation, Strategies for making participation work and making participation more effective. Labor legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen's Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965. International experiences, Emerging trends and Future role of IR. **[10]**

Text Books

1. Sinha, P.R.N., Sinha I.B. and Shekhar, S.P. (2013), "*Industrial Relations: Trade Unions and Labour Legislation*", 2nd Edition, New Delhi: Pearson Education.
2. VenkataRatnam, C.S. and Dhal, M. (2017), "*Industrial Relations*", 2nd Edition, New Delhi: Oxford University Press.

References

1. Bray, M., Deery, S., Walsh, J. and Waring, P. (2011), "*Industrial Relations*", 3rd Edition, New Delhi: McGraw Hill Education.
2. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012), "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi: McGraw Hill Education.

Human Resource Analytics

HR 233 **3-1-0-4**

Course Objective

To provide the students understanding of concepts, tools and techniques of HR Analytics that could be applied to make human resource management evidence based.

Learning Outcomes

- Describe the importance and potential uses of HR Analytics in measuring human resources and how it drives an organization's performance
- Analyse HR data from a practical perspective and determine what analytic techniques to apply based on the business context
- Employ measurement and analytical techniques around intangibles and identify ways to benchmark performance and create standards
- Learn how to create meaningful HR reports
- Learn how to use predictive modelling techniques

Course Content

Introduction to HR Analytics: Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model. **[6]**

Creating Business Understanding for HR Initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics. **[8]**

Forecasting Budget Numbers for HR Costs: Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions. **[8]**

Predictive Modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning. **[5]**

Communicating with Data and Visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues. **[8]**

Predictive Modelling in HR: Logistic regression; Decision tree; Creating a policy on the basis of analytics. **[4]**

Text:

1. Bhattacharyya, Kumar, D. (2017), HR Analytics - Understanding Theories and Applications, Sage Publications India.

Reference:

1. Ramesh Soundararajan, Kuldeep Singh (2016), Winning on HR Analytics - Leveraging Data for Competitive Advantage, Sage Publications India.

Consumer Behavior

MM203 **3-1-0-4**

Course Objective

This course is offered as a marketing elective in the third semester. It helps students understand the behavior of consumers before and after purchase. The course helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions.

Course Content

Introduction to consumer behavior: Nature and scope and application Segmentation Application of consumer behavior in marketing, Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques. **[7]**

Individual determinants: Consumer needs and motivation, Theories of personality and their implication for consumer, Behavior Consumer perception and attitude Theories of learning and communication **[7]**

Consumer decision processes: Problem recognition Search and evaluation Purchasing processes and post purchase behavior Opinion leadership and its dynamics, Modeling consumer behavior: Economic model-psychoanalytical model, sociological model, Howard Seth model-Nicosia model-Engel Blackwell model, VALS2. **[9]**

Consumers in their social and cultural settings: Group dynamics Reference groups and consumer behavior Influence of family and social class Influence of cultural and cross-cultural aspects of consumer behavior, Motivation – needs - goals- dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioral perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow's hierarchy of needs- Properties of motivation- Three main types of conflicts- Attitudes-definition beliefs- affect behavioral intention-attitude changing strategies- Elaboration Likelihood model and celebrity endorsements. **[9]**

Consumption and post purchase behavior: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process – Measuring customer satisfaction **[7]**

Text Books

1. Schiffman, K., Kanuk, L.L. and Kumar, S.R. (2015), "*Consumer Behavior*", 11th Edition, New Delhi: Pearson Education.
2. Hawkins, D.I., Motherbaugh, D.L. and Mookerjee, A. (2014), "*Consumer Behavior: Building Marketing Strategy*", New Delhi: McGraw Hill Education.

Reference Books

1. Chaudhuri, A. (2007), "*Emotion and Reason in Consumer Behavior*", New Delhi: Elsevier, Butterworth-Heinemann.
2. Lindquist, J.D. and Sirgy, M.J. (2009), "*Shopper, Buyer, and Consumer Behavior: Theory and Marketing Applications*", New Delhi: Biztantra Dreamtech Press.
3. Solomon, M.R. (2013), "*Consumer Behavior: Buying, Having, and Being*", 10th Edition, New Delhi: Prentice Hall of India.

B2B Marketing

MM213 **3-1-0-4**

Course Objective

To analyze the process of developing and managing industrial products. To provide participants with an understanding on how the basic principles of marketing are applied to the B2B arena and where are the comparisons and contrasts with consumer marketing.

Course Content

Nature, Scope and Challenges of Business Marketing: Differences between B2B Marketing and B2C Marketing, Challenges of B2B Marketing, Business Market Processes, Working Relationships and Business Networks. **[3]**

Business Customer's Buying Process and Behavior: Understanding Purchasing Orientation, The Concept of Buying Centre, Modeling Business Customer's Buying Behavior, Understanding the Buying Process, Evaluation of supplier Performance. **[3]**

Segmentation of business market: Identification of Relevant Bases of B2B Markets, Approaches to segmenting B2B, Segmenting B2B Customers in Mature Market, Cost-Benefit Analysis of segmentation decisions. **[4]**

High-tech Industrial product development and marketing: The growth of New-to-the World Technologies, Technology Forecasting, Technology Appraisal, Managing Technological Risk, Critical Issues Facing High – Tech Markets, The Future of Technology Commercialization. **[4]**

Managing Mature Industrial Products: Concepts of Market life Cycle, Key Concepts of Commoditization, Flexible Market Offerings. **[3]**

Pricing of Industrial Products: Relevant Cost for Pricing of Industrial Products, Factors Determining Industrial Buyer's Price – Sensitivity, Perceived Value Pricing model for Industrial Products, Competitive Bidding, Price Negotiations, Pricing OEM Manufacturer's Product, Lease Pricing, The Future: Pricing and the World Wide Web. **[4]**

Business –to–Business Distribution: Distinctive Aspects of Business–to–Business Channels, Business Customer's Channel Function Requirements, Types of Intermediaries in Business – to –Business Distribution, Multiple Channels, Hybrid Channels and Adaptive Channels. **[4]**

Logistics of Industrial Products: Special Role of Logistics in Industrial Products Distribution, Warehousing Decisions, Transportation Decisions, Inventory Decisions, Handling and Storage Decisions. **[4]**

Business to Business Communication: Communication Channels for Industrial Marketer, Trade shows, Managing Industrial Advertising Effort. **[3]**

Personal Selling of Industrial Products: Role of Personal Selling in B2B Markets, Team Selling for Complex Industrial Products, Consultative Selling for Complex Industrial Products, Key Account Management in B2B Market. **[3]**

Customer Service for Industrial Products: Elements of Customer service for Industrial Products, Establishing Customer Service Strategy, Customer Service and Internal Marketing, Improving Customer service by Digitization of Business. **[4]**

Text Books

1. Reeder, R.R., Brierty, E.G., Reeder B. (2012) *Industrial Marketing Analysis, Planning & Control*, New Delhi: Prentice Hall.

Reference Book

1. Vitale, G. (2012). *Business-to-Business Marketing, Analysis and Practice in a Dynamic Environment*. New Delhi: Thomson Press Publications.
2. Hutt, M.D., Speh, T.W.(2012). Business Marketing Management. New Delhi: Cengage Learning.

Marketing of Services

MM223 **3-1-0-4**

The Indian, as well as much of the world economy, is dominated by services. Services are responsible for the creation of a substantial majority of new jobs, both skilled and unskilled, around the world. The service sector includes a variety of different industries, including many activities provided by public and nonprofit organizations. This course is especially designed for the purpose of acquainting students with service industries and will address the distinct needs and problems of service organizations in the area of marketing plus it will provide an in-depth appreciation and understanding of the challenges inherent in managing and delivering quality services.

Course Objective

- To develop students' understanding of the aspects of marketing those are of particular relevance to service organizations.
- Provide a theoretical and practical basis for assessing service performance through the use of frameworks, strategies, and tools.
- To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions

Course Contents

Concepts and Issues of Services Marketing: Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of the service economy, Factors affecting growth of the service sector. Strategic Issues in Services Marketing **[7]**

Consumer Behaviour in Services: Search, Experience, and Credence Properties, Consumer Choice, Consumer Experience, Post-experience evaluation The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance **[4]**

Concept of Service Marketing Mix: Price ,pricing concepts and issues in pricing, pricing policy, and pricing approaches, Managing Capacity and Demand; Delivering Value through Pricing, Approaches to Delivering Value through Pricing Integrated Service Marketing Communications and Promotion: internal and external communication and issues in service promotion, Place: service distribution, channel options and service distribution strategy, Delivering service through intermediaries, Franchising, Agents and Brokers, Electronic channels **[7]**

Strategies in service marketing: Segmentation, Targeting, Differentiation and positioning of services. Service Design and the cost of providing service Customer's Role in Service Delivery; **[8]**
People: internal marketing and employee motivation, Physical Evidence, Service scapes, Dimensions of the service environment
Service Process: Service Blueprinting; Role of People in Service Production and Delivery, Creating the Right Service Culture
Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process.

Service Design and Managing Service Quality: Essentials of a service system, Components of services, Designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management. Understanding Service Quality and Its Dimensions; Assessing Gaps in Service Quality, Experiential Marketing, Managing Relationships and Building Loyalty Relationship Marketing, Customer Loyalty Management, Customers' Life Time Value Service Recovery, Impact of Service Failure and Recovery. **[7]**

Application of Services Marketing Concepts: Financial services, Hospitality services, Health services, Educational services, and professional services. **[6]**

Text Books:

1. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. and Pandit, A. (2017), "*Service Marketing: Integrating Customer Focus Across the Firm*", 6th Edition, New Delhi: McGraw Hill Education.
2. Lovelock, C., Wirtz, J. and Chatterjee, J. (2013), "*Services Marketing: People, Technology and Strategy*", 7th Edition, New Delhi: Pearson Education.

Reference Books:

1. Wirtz, J. and Lovelock, C. (2016), "*Services Marketing: People, Technology and Strategy*", 8th Edition, Chennai: World Scientific.
2. Mudie, P. and Pirrie, A. (2006), "*Services Marketing Management*", 3rd Edition, New Delhi: Butterworth-Heinemann.

Sales and Distribution Management

MM233 **3-1-0-4**

To develop understanding and appreciation of the Sales and Distribution processes in organizations. The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. Since the subject has tremendous application in the practical work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. Though the study is practical in nature, ability of applying the theoretical construct will be one of the key objectives for learning.

Course Objectives:

To develop understanding and appreciation of the Sales & Distribution processes in organizations.

Be able to manage the sales function including sales forecasting, budgeting, quotas and territories design and management.

Become adept at selling through proper understanding of the process of selling.

Manage salesforce from recruiting to motivating and compensating.

Understand importance of effective distribution decisions.

Develop and manage channels of distribution.

Understand the role of inventory, transportation and warehousing in providing place utility for customers.

Course Content

Introduction to Sales Management: Introduction, Nature, Role and Importance. Personal Selling and Industrial Selling, product selling and service selling, Sales Management Process. **[4]**

The Sales Organization: Sales Organization Structures, Management of Sales Territory- Management of Sales Territory-Designing Sales territory, Beat planning-routing and scheduling, Determining the size of sales force and allocating sales territories. Sales Quota, Sales forecasting, Sales Budget and Budgeting procedures, **[6]**

Personal Selling: Selling Process. Selling skills and Strategies. Buyer-Seller Dyads; Theories of Selling – AIDAS; Right Set of Circumstances Theory; Buying Formula; Behavioural Equation Theory; Personal Selling – Steps; Changing Face of Personal Selling; Diversity of Personal Selling Situation and Formulating Personal Selling Strategy. **[8]**

Sales Force Management: Recruitment and selection of Sales Force, Training the Sales Force, Sales Force Motivation, Sales Meetings and Contests, Compensating Sales Personnel, Evaluation and Supervising Sales Personnel, Sales Force Automation; Controlling the selling effort-Sales volume and Cost analysis, **[6]**

Distribution: Concept and growing strategic role of distribution in corporate performance, Distribution channel structure and network, distribution channel institutions (wholesaling and retailing, modern retailing formats), Role and Function of marketing intermediaries; marketing channel relationship, Channel dynamics, Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – vertical marketing systems; horizontal marketing systems; Omni **[8]**

channel marketing systems, Channel performance evaluation tools, cybermediary, infomediary, disintermediation, reintemediation, and intermediary empowerment, e-tailing, Channel Conflict and their Management,

Strategic element in distribution management: total cost approach to logistics, customer services, finished goods inventory management, transportation and fleet management, warehousing and order management, IT and logistics management. Distribution: Design of Distribution Channel, Management of Channels (Co-operation, Conflict and Competition, Wholesaling, Retailing. Channel Evaluation-Channel Profitability Analysis-ROI. **[7]**

Text Books:

1. Still, R.R., Cundiff, E.W., Govoni, A.P.N. and Puri, S. (2017), "Sales and Distribution Management", 6th Edition, New Delhi: Pearson Education.
2. Havaldar, K. and Cavale, V. (2006), "Sales and Distribution Management: Text and Cases", 2nd Edition, New Delhi: McGraw Hill Education.
3. Panda, T.K and Sahadev, S. (2016), "Sales and Distribution Management", 2nd Edition, New Delhi: Oxford University Press

Reference Books:

1. Churchill, F. and Walker, J.T. (2000), "*Sales Force Management*", New Delhi: McGraw Hill Education.
2. Stern, W.L., Adel, I.E. and Coughlan, T.A. (2001), "*Marketing Channels*", New Delhi: Prentice Hall of India.

International Marketing

MM243 **3-1-0-4**

Course Objective

This course aims to develop students' understanding of the importance of international marketing as well as how to build, measure, and manage product and services for international markets. This courser intends to orient students to the role of international marketing in the past, present, and future. It explains how international marketing has gradually evolved, defines international marketing, and highlights the many international constraints that exist on domestic economic policy and policymakers.

Course Content

Introduction: Nature, importance and scope of international marketing, International market orientation and involvement, International marketing management process, Scanning and monitoring global marketing environment, International marketing information system **[4]**

International Market: Segmentation and Positioning, Screening and selection of markets, International market entry strategies, Exporting licensing contract manufacturing, Joint venture, Setting-up of wholly owned subsidiaries aboard **[6]**

International Product Planning: Major Product decisions, Product features and quality, Product design, labelling; packaging; branding and product support services; product standardization vs. adaptation, Managing product line, International trade, product life cycle, New product development **[8]**

Pricing for International Markets: Pricing strategies, Factors affecting international price determination; environment factors affecting international prices, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing, International dumping, Financing marketing transactions **[6]**

International Distribution Decisions: The structure of international distribution systems, Distribution channel strategy – international distribution channels their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management ; international distribution logistics, Inventory management transportation; warehousing and insurance, International direct marketing, Leveraging international distribution for competitive advantage **[8]**

International Promotion Strategies: International promotion mix; push and pull strategies, Communications across countries-complexities and issues, International promotion tools and planning – Advertising; personal selling; publicity and sales promotion; challenges of international advertising; global media strategy, Developing international promotion campaign; Standardization vs. adaptation issue, Planning for direct mail, sales literature, trade fairs and exhibitions. **[7]**

Text Books

1. Czinkota, M.R. and Ronkainen, I.A. (2015) *International Marketing*. 10th ed. Delhi: South-Western, Cengage Learning India Pvt. Ltd.
2. Cateora, P.R., Graham, J.L. and Salwan, P. (2008) *International Marketing*. 13th Edition. Delhi: McGraw Hill Education.

Reference Book

1. Albaum, G. Strandskov, J. and Duerr, E. (2006) *International Marketing and Export Management*. Seventh Edition. New Delhi: Pearson Education.

RETAIL MARKETING AND STRATEGY

RM 203 **3-1-0-4**

The purpose of this course is to introduce the student to the world of retailing from a managerial viewpoint. Consequently, we will study the elements that comprise the retail mix, including types of retailers, multichannel retailing, consumer buying behavior, retail marketing strategies, selecting retail site locations, supply chain management, merchandising, pricing, store management, store layout & design and customer service.

Objectives:

- Demonstrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage.
- Explain how retailers use marketing communications to build a brand image and customer loyalty.
- Understand the integration of merchandise management and supply chain strategies leading to excellent customer service.
- Understand the financial implication of strategic retail decisions.

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario. **[8]**

Retail Marketing Environment- Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues **[8]**

The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation **[8]**

Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies **[8]**

Retail Marketing Strategies: Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail "EST" model **[7]**

Text:

Levy, M., Weitz, B. & Grewal, D. (2019) "Retailing Management," ,10th edition, McGraw-Hill.

RETAIL OPERATIONS

RM 213 **3-1-0-4**

Objectives:

- To examine the importance of retail operations and methods for the study/practice of retailing.
- To analyze the basic operational practices and concepts associated with modern and successful retail organizations, to include social trends and their impact on retailing.
- To illustrate fundamental competition concepts commonly applied to retailing operations.
- To examine operational performances which allow organizations to successfully direct the flow of services and goods.

Course Contents

Introduction to store: Introduction, Objectives, Concept of Retail Store, Types of Retail Stores, On the basis of ownership, On the basis of operational structure, On the basis of customer service, On the basis of merchandise mix, On the basis of pricing policy, On the basis of location, Retail Store Operations, Approaches to Improve Store Operations. **[8]**

Opening and Closing of Store: Introduction, Objectives, Opening and Closing a Store, Store opening process, Store closing process, Store Key Management, Checklist for Store Opening and Closing. **[6]**

Store location, Design and Layout: Introduction, Objectives, Retail Store Location, Types of Store Locations, Process of Selecting a Store Location, Checklist analysis, Analysing infrastructure and taking permission from authorities, Locating alternative sites and making selection, Current Trends in Retail Property, Development in India, Retail Store Design, Exterior store design, Interior store design, Retail Store Layout. **[8]**

Functioning of a Retail Store: Introduction, Objectives, Everyday Operations of a Retail Store, Visual Merchandising, Visual merchandising norms, Visual merchandising in India, Operating system of visual merchandising, Role and responsibilities of a visual merchandiser, Role of Signage in the Store. **[8]**

Inventory Management in Retail: Introduction, Objectives, Inventory Management, Important terminologies in inventory management, Importance of inventory management in retail, Stock check, Negative inventory, Movement of inventory from warehouse to store, Un-loading of inventory, Product Repair System-Customer Interface, Vendor Interface, Returning Merchandise to Vendor, Retail Merchandising, Evolution of merchandising, Merchandise management, Role and responsibilities of a merchandiser, Merchandise procurement. **[9]**

Text:

1. Sudarshan Seshanna and N. Raghu Prasad, Retail Management, 1st Edition (2015), McGraw Hill, India.

Reference:

1. Dunne, P. M., Lusch, R. F., & Carver, J. R. (2011). Retailing (7th Ed.). Mason, OH: Cengage

RETAIL SUPPLY CHAIN MANAGEMENT

RM 223 **3-1-0-4**

The purpose of this course is to impart knowledge and understanding to students on Supply Chain Management and its relevance to today's business decision making.

Objectives:

- To analyze the manufacturing operations of a firm
- To apply sales and operations planning, MRP and lean manufacturing concepts
- To apply logistics and purchasing concepts to improve supply chain operations
- To apply quality management tools for process improvement

Introduction to retail supply chain: Retail supply chain management, Retail supply chain vs. manufacturing supply chain, Retail supply chain and logistics, Strategic, tactical and operational view of retail supply chain **[8]**

Supply chain synergies: Supply chain strategies, Competence on non-core business functions, IT for Retailing and Supply Chain Management: Information Systems, Barcoding, Retail ERP, Retail Analytics, RFID, Role of IT in CRM **[8]**

Retail Product Management: Concept of Retail Product Management, Scope of Retail Product Management, Role of Product Management in Retailing, Management of Retail Product Lifecycle. **[8]**

Managing Retailer-Supplier Relationship: Retailer-Supplier Relationship, Monitoring Supplier Performance, Stages of Retailer-Supplier Relationship Development ,Factors Affecting Retailer-Supplier Relationship, **[8]**

Category Specific Supply Chain Issues: Supply Chain in Food and Grocery Retailing, Supply Chain in Apparel and Footwear Retailing, Supply Chain in Consumer Electronics Retailing, Supply Chain in Home Furnishing Retailing, Supply Chain in Non-Store Retailing **[7]**

Text:

1. Donald Bowersox, David Closs and M. Bixby Cooper: Supply Chain Logistics Management, 3rd Edition (2016), McGraw Hill, India.

Reference:

1. James B. Ayers, Mary Ann Odegaard (2007). Retail Supply Chain Management (1st Ed.). Auerbach Publications

RETAIL MERCHANDISING MANAGEMENT

RM 233 **3-1-0-4**

This course acquaints students with the role and responsibilities of the retail manager. There is an emphasis on planning, controlling, and organizing the retail environment from the perspective of the entrepreneur and the corporate manager.

Objectives:

- To explain how retailers forecast probable sales numbers for merchandise categories
- To compare and contrast various merchandise assortment options
- To summarize how retailers determine product inventory levels
- To outline a system for controlling merchandise flow

Concept of Retail Merchandising: Meaning of Merchandising, Major Areas of Merchandise Management, Role and Responsibilities of Merchandisers, Merchandise Mix: Merchandise Mix, Concept of Assortment Management, Merchandise Mix of Show off. **[8]**

Merchandise Displays and Space Management: Concept of Merchandise Displays, Importance of Merchandise Displays, Concept of Space Management, Role of IT in Space Management, Concept of Planogram **[8]**

Visual Merchandising: Meaning of Visual Merchandising, Objectives of Visual Merchandising, Growth of Visual Merchandising, Visual Merchandising in India, Product Positioning and Visual Merchandising **[8]**

Merchandise Planning: Concept of Merchandise Planning, Applications of Merchandise Planning, Elements of Merchandise Planning, Role of Merchandiser in Planning, Category Management and Merchandise Budgeting: Concept of Category Management, Merchandise Forecasting, Merchandise Budgeting **[8]**

Merchandise Sourcing: Concept of Merchandise Sourcing, Historical Perspective of Sourcing, Stock Management and Distribution, International Sourcing, Merchandise Replenishment: Retail Replenishment, Importance of Replenishment, Direct Store Delivery (DSD), Managing Retail Home Delivery, Measures for Retail Distribution and Replenishment, Role of IT in Retail Distribution and Replenishment **[7]**

Text:

1. Piyush Kumar Sinha and Dwarika Prasad Uniyal, Managing Retailing, 3rd Edition (2018), Oxford University Press, India.

Reference:

1. Nancy J. Rabolt, Judy K. Miler (2009). Concepts and Cases in Retail and Merchandise Management (2nd Ed.). Fairchild Books.

Purchase and Vendor Management

SC203 **3-1-0-4**

Course Objective

In present times, purchasing and vendor management is a critical and complex organizational function as it involves processes, technology, systems and management skills. Finding the right vendor and solutions for customized products, services and applications and managing lead times are challenges that purchase managers face on a daily basis. The objective of this paper is to equip students with the knowledge of possibilities of efficient optimization and management of operation in Purchasing and skills relating to vendor management, strategic procurements and risk management.

Course Content

Purchase policy- Rate and Running Contract – Subcontracting- Systems Contract – Stockless purchase –Buying seasonal items – Forward Buying – Hedging – Purchasing Activities – Indent Status – A to Z of Purchase Order –Transportation – Incoming Inspection – Bill settlement –Documentation. **[08]**

Meaning of Right Price – Price Analysis – Determination of Right Price – Influencing Factors on Pricing – Classification of Pricing – Price Forecasting – Right Place – Purchase Budgets – Budgetary control – Need Identification Problems – Definition of lead time Elements- Cost Reduction and Lead time **[08]**

Purchasing Management - Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global sourcing **[08]**

Vendor Selection and Management- Vendor selection process, Evaluation of existing vendors, Developing vendor performance measures, new vendor development process, working with suppliers to manage quality, JIT and TQM in sourcing, Key supplier account management, Vendor relationship development, Negotiation skills, Vendor monitoring, Promoting SME suppliers. **[07]**

Relevance of Good Supplier - Advantages of Good Relations –Prerequisites – Evaluation of Suppliers – The Buyers Role – Role of the Vendor –Relevance of Good Suppliers – Need for vendor evaluation – Goals of Vendor Rating – Advantages of Vendor Rating – Parameters of Vendor Rating **[08]**

Suggested Readings:

1. Sollish, F. and Semanch, J. Strategic Global Sourcing: Best Practices, Wiley Publications
2. Gopalakrishnan P.– Purchasing and Materials management – Tata McGraw Hill

Logistics and Distribution Management

SC213 **3-1-0-4**

Course Objective

Logistics Management is the part of supply chain management that plans, implements, and controls the efficient, effective forward and reverses flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements. This course provides a practical, management perspective of the following areas of logistics: distribution, transportation, international logistics, inventory control, sustainable logistics practices, key performance indicators, supply chain finance, leadership in a supply chain role, and an introduction to logistics technology including RFID and ERP systems.

Course Contents

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics. Logistics relationships. Functional applications – HR, Marketing, Operations, Finance, IT. Logistics Organization - Logistics in different industries **[08]**

Logistics Activities: – functions, objectives, solution. Customer Service, Warehousing and Material Storage, Material Handling, order processing, information handling and procurement Transportation and Packaging. Third party and fourth party logistics - Reverse Logistics - Global Logistics **[08]**

Distribution – Definition – Need for physical distribution – functions of distribution – marketing forces affecting distribution. The distribution concept – system perspective. Physical distribution trends in India. Transportation: Scope – principles of transportation function – relationship of transportation to other business functions. **[08]**

Channels of distribution: role of marketing channels – channel functions – channel structure –designing distribution channel – choice of distribution channels – factors affecting. Intermediaries: functions of intermediaries – types of intermediaries – variables in selecting channel members – motivating – training – evaluating channel members – modifying channel arrangements **[07]**

Distribution control & Evaluation: Distribution control – stages of control process – standards & goals– performance report - measurement – monitoring – corrective action. Organization for Distribution: Distribution Organization structure – Private & Public organizations - conflict resolution – rising costs& need for control – complexities of physical distribution. Transport organization: Functions –structure – hierarchy – Transport & Logistics organizations **[08]**

Suggested Readings:

1. Alan Ruston, Phil Crouches, Peter Baker, 'The Handbook of Logistics and Distribution Management kogan page India new Delhi
2. Kapoor Satish K., and KansalPurva, 'Basics of Distribution Management: A Logistical Approach', prentice hall off India
3. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan publishers India

Enterprise Resource Planning

SC223 **3-1-0-4**

Course Objective

This course will introduce you to enterprise systems and show how organizations use enterprise systems to run their operations more efficiently and effectively. You will learn about the critical success factors and implementation strategies that lead to enterprise system success, and about the informational, knowledge, and decision-making opportunities afforded by enterprise systems. The course will examine typical Enterprise Systems modules: materials management (MM), supply chain management (SCM), customer relationship management (CRM), financials, projects, human resource management (HRM) etc. Enterprise systems use a single database to integrate business transactions along and between processes, leading to benefits such as efficient and error-free workflows plus accounting, management reporting and improved decision-making.

Course Content

Enterprise: An Overview: Business Functions and Business Processes, Importance of Information: Characteristics of information; Types of information, Information System: Components of an information system; Different types of information systems; Management information system, Enterprise Resource Planning: Business modelling; Integrated data model. **[06]**

Introduction to ERP: Defining ERP, Origin and Need for an ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market, Reasons for the Failure of ERP. **[07]**

ERP and Related Technologies: Business Process Re-engineering, Management Information systems, Decision Support Systems, Executive Information Systems- Advantages of EIS; Disadvantages of EIS, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, ERP Security. **[07]**

ERP Implementation Life Cycle: ERP Tools and Software, ERP Selection Methods and Criteria, ERP Selection Process, ERP Vendor Selection, ERP Implementation Lifecycle, Pros and cons of ERP implementation, Factors for the Success of an ERP Implementation. **[07]**

ERP Modules Structure: Finance, Sales and Distribution, Manufacturing and Production Planning- Material and Capacity Planning; Shop Floor Control; Quality Management; JIT/Repetitive Manufacturing; Cost Management ; Engineering Data Management; Engineering Change Control ; Configuration Management ;Serialization / Lot Control ;Tooling, Human Resource, Plant Maintenance- Preventive Maintenance Control; Equipment Tracking; Component Tracking; Plant Maintenance Calibration Tracking; Plant Maintenance Warranty Claims Tracking, Quality Management - Functions of Quality Management; CAQ and CIQ; Materials Management- Pre-purchasing; Purchasing; Vendor Evaluation; Inventory Management and Invoice Verification and Material Inspection **[12]**

Text Books:

1. Alexis, L., "*Enterprise Resource Planning*", Tata McGraw Hill.
2. Jaiswal,S., & Galgotia, J., " Enterprise Resource Planning"

References:

1. Sinha, P. M. and Jeffery, W., *"Essentials of Business Process and Information System,"* Wiley India.
2. Jagan, N.V., "*ERP in Practice*," Tata McGraw-Hill.

SECOND YEAR
SPRING
SEMESTER - IV

Business Ethics and Corporate Social Responsibility

CP204 **3-1-0-4**

Course Objective

The ultimate aim of the course is to leave students better equipped to identify corporate initiatives in social responsibility and to think critically about the long term impact of those initiatives on the environment, on society and the bottom line of the organization.

Course Contents

Introduction to Ethics and its Applications in Business: Concepts, Role and scope of ethics in business, Morality and moral standards, Moral reasoning for ethics. **[4]**

Ethics in Functional Areas of Business Management: Marketing and Advertisement, Finance and accounting, Human Resource Management, Production and Operations Management, Computer and information ethics. **[5]**

Corporate Governance: Principles, Issues and trend; Principles of Corporate Governance, Structure and process, Emerging trend. **[5]**

Corporate Governance in India: Regulatory framework**,** Role of board, Financial institutions in effective corporate governance, Values and ethics in relation to corporate governance, Effective measures to improve corporate governance. **[5]**

Corporate Social Responsibility (CSR): Definitions, principles and strategies; Models of CSR, Corporate stakeholders and responsibilities to them. **[7]**

Creating CSR Framework: Creation of strategy, Risk analysis, Building trust, Creation of a corporate culture; Framework for rating CSR. **[4]**

Sustainability: Meaning, scope and terminologies, Triple bottom line, Corporate sustainability reporting frameworks – National voluntary guidelines, Carbon trading and Kyoto Protocol to reduce collective emissions of greenhouse gases. **[5]**

Future Trends in CSR: Global CSR, Dynamics of modern business, Public-private partnership, Business and special cause sponsorship, CSR practices of Indian companies **[4]**

Text Books:

1. Ghosh B.N. (2015), "*Business Ethics and Corporate Governance*", 1st Edition, New Delhi: McGraw Hill Education.
2. Mandal, S.K. (2013), "Ethics in Business and Corporate Governance", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books:

1. Albuquerque, D. (2017), "*Business Ethics – Principles and Practices*", 1st Edition, New Delhi: Oxford University Press.
2. Chakraborty, S.K. (2002), "*The Management and Ethics Omnibus*", 2nd Edition, New Delhi: Oxford University Press.
3. Chatterjee, M. (2016), "Corporate Social Responsibility", 1st Edition, New Delhi: Oxford University Press.

LEGAL ASPECTS OF BUSINESS

CP 214 **3-1-0-4**

With the increasing complexities of business, law is assuming added importance in business management. For the successful management of an organization, it is important that the entrepreneurs and managers have a fairly good knowledge of the legal provisions impinging upon the business. Therefore, the course will enhance the ability of students to apply it in real life situations.

Objectives:

- To provide an overview of important laws those have a bearing on the conduct of business in India.
- To address current issues in the Corporate Tax, contracts, sales and labor law and assess the impact of these laws on business.
- To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.
- To understand electronic governance and electronic records and various modes of dispute resolution in business transactions.

The Indian Contract Act, 1872: Contract defined, Establishing the contract - Offer and acceptance, Essentials of a valid contract, Performance of contract, Breach of contract and its remedies, Contingent contract, Quasi contracts, Agency. **[6]**

The Companies Act, 1956: Major principles – Nature and types of companies, Formation - Memorandum and Articles of Association, Prospectus, Power, Duties and liabilities of directors, Winding up of companies, Corporate Governance. **[8]**

The Sale of Goods Act, 1930: Nature of contract of sale, Conditions and warranties, Transfer of ownership and delivery, Rights of unpaid seller and rights of buyer. **[5]**

Industrial laws: An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act, Minimum Wage Act. **[6]**

The Competition Act, 2002: Competition commission – aims and objectives, Major concepts, Prohibition of anti-competitive agreements, Prohibition of abuse of dominant position, Regulation of combination, Power of commission. **[5]**

Consumer Protection Act, 1986: Consumer and complainant, Consumer rights, Procedures for consumer grievances redressal, Types of consumer redressal forums. **[5]**

The Information Technology Act, 2000: Objectives, Acknowledgement and dispatch of electronic records, Digital signature, Duties of subscriber, Penalties and adjudication. **[4]**

Text:

1. Pathak Akhileshwar, Legal Aspects of Business, 6th Edition, McGraw Hill (India).

References:

1. Kapoor N.D., Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
2. Kumar Ravinder, Legal Aspects of Business, Third Edition (2013), Cengage (India).
3. Tulsian P.C. and Tulsian Bharat, Business Law

Dissertation Project

CP224 **0-0-0-3**

Course Objective

To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity. To provide means to immerse students in actual supervised professional experiences. Participants will gain in-depth understanding and insights in specific management areas of mutual interests with the help of faculty.

- **Dissertation** shall be of 3 credits and it shall spread over to two semesters i.e. III and IV.

Course Contents

The student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies and one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.

The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide.

Financial Derivatives and Risk Management

FM204 **3-1-0-4**

Course Objective

The course objective is to develop an understanding of the underlying concepts, strategies and issued involved in risk management. This course will provide the skills to identify and measure risks, quantify risks and create risk response strategies to deliver decisions that meet stakeholder expectations. The course will also acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Content

Introduction to Derivatives & Risk Management: Forwards, futures, options, bonds, swaps and other derivative instruments. Investors and risk management, profitable side of risk management; Risk management process – Risk models. **[6]**

Derivatives: Forwards and Futures- Theory of futures trading, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate. Hedging strategies using futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures. **[7]**

Derivatives: Option- Basic Option Pricing: European options, American options, forward-spot parity, put call parity, the binomial option-pricing model, Construction of option strategies in various market situations and their pay off. **[7]**

Advance option strategies: - Lognormal distribution, modelling option prices. Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, Extensions of Black and Scholes formula and Greek symbols. **[7]**

Hybrid Derivatives: - Swaps Transactions: Interest rate swaps, currency swaps, Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps. **[6]**

Enterprise Risk Management: - Firm wide approach to risk management – measuring risks for corporations, the maturity model, Value at risk – Var models. **[6]**

Text Books

1. Das, S. and Sundaram, R. (2013), "*Derivatives Principles and Practice*", 1st Edition, New Delhi: McGraw Hill Education.
2. Hull, J.C. and Basu, S. (2017), "*Options, Futures, and Other Derivatives*", 9th Edition, New Delhi: Prentice Hall of India.

Reference Books

1. Bhalla, V.K. (2001), "*Financial Derivatives: Risk Management*", 1st Edition, New Delhi: S. Chand and Company Private Ltd.
2. Chance, D.M. and Brooks, R. (2014), "*Derivatives and Risk Management*", 10th Edition, USA: Cengage Learning.
3. Somanathan, T.V. and Nageswaran, A.V. (2015), "*The Economics of Derivatives*", New Delhi: Cambridge University Press.
4. Stiltz, R.M. (2003), "*Risk Management and Derivatives*", New Delhi: Thomson, South Western.

International Financial Management

FM214 **3-1-0-4**

International finance is course focuses on understanding the theory of international finance and on its real world applications from a business point of view. The course prepares students for leadership roles and builds understanding of global financial forces that could influence the overall business environment.

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques of International financial and monetary management.
- In the course, students will gain a practical understanding of factors contributing to foreign exchange rate risk & other International factors that creates risk environment.
- Provide an in-depth understanding of the process and techniques used to make international investment decisions.

Course Content

International Financial & Monetary system: Global Financial Environment, International Financial Management-nature and scope, international monetary system, Bretton woods conference, Payment terms in international trade. International flow of goods, services and capital. **[8]**

Financing techniques in international trade, computation of foreign exchange rates, exchange rates quotation, factors affecting exchange rates- spot rates, forward exchange contracts, foreign exchange & currency future. GDRs, ADRs **[10]**

Foreign Exchange Risk Management: Exposure and risk, Transaction exposure, Translation exposure and economic exposure, Management of exposures, internal techniques, netting, marketing, leading and lagging, pricing policy. Forex market risk management- forex derivatives, swaps, futures, options and forward contracts. **[10]**

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Foreign Direct investment – Foreign portfolio investment- International Bond & Equity market, International Cost of Capital. **[11]**

Text books:

1. Apte P.G., International Financial Management, TMH Publishing House, New Delhi.
2. Avadhani V.A, International Finance, Theory and Practices, Himalaya Publishing House, Mumbai.

References:

1. Sharan Vyuptakesh, International Finance, PHI Pvt Ltd. New Delhi
2. O'Brien Thomas J. International Finance, Oxford University press, New Delhi.
3. Click & Coval, The Theory and Practice of International Financial Management, PHI Pvt. Ltd, New Delhi
4. Jain, Peyrard, Yadav, International financial Management, McMillan Publishers

Financial Modelling

FM224 **3-1-0-4**

Course Objective

Modelling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives valuation, project evaluation, deal structuring, portfolio management and the like. In this course, students will learn the financial model building skills with the help of excel and VBA.

Course Content

Understanding Advanced Features of Excel: - Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox **[4]**

Understanding Finance Functions in Excel: - Creating Dynamic Models, Sensitivity Analysis using Excel, Scenario Manager, Other Sensitivity Analysis Features. **[5]**

Simulation using Excel: - Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular distribution, Building Models in Finance using Simulation. **[7]**

Accounting in Excel: - Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analyzing Financial Statements by using Spreadsheet Model. **[7]**

Valuation in Excel: - Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation, Financial Model building **[5]**

Understanding Subroutines and Functions and building simple financial models using subroutines and functions:-Recording and Editing Macros, Subroutines and Functions, Decision Rules, Message Box and Input Box, Debugging. **[6]**

Designing Advanced Financial Models using VBA:- User Forms, Other Advanced Features and Actual Model Building. **[5]**

Text Books

1. Sengupta, C. (2013), "*Financial Analysis and Modelling Using Excel and VBA*", 2nd Edition, New Delhi: John Wiley and Sons India.
2. Tjia, J. (2004), "*Building Financial Models*", New Delhi: McGraw Hill Education.

Reference Books

1. Benninga, S. (2014), "*Financial Modelling*", 4th Edition, New Delhi: MIT Press.
2. Day, A. (2012), "*Mastering Financial Modelling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance (The Mastering Series)*", 3rd Edition, New Delhi: Prentice Hall of India.

CORPORATE RESTRUCTURING

FM 234 **3-1-0-4**

Course Objectives:

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.

Course Content

Overview of Corporate Restructuring: Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring, Financial Strategy and Planning. **[5]**

Dimensions of Mergers and Acquisitions: Mergers & acquisitions concept, types and process, Accounting for Mergers& Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics. **[9]**

Valuation Aspects of Corporate Restructuring: Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return **[9]**

Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation. **[8]**

Dimensions of Corporate Restructuring: Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts . **[8]**

Text Book:

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition

Reference Books:

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
3. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
4. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
6. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition

DIVERSITY AND INCLUSION

HR 204 **3-1-0-4**

Diversity and Inclusion at the workplace are a business imperative. Research is now showing a clear and positive correlation between business performance and diversity. The course is designed to enable the students to understand and assimilate details of this future-focused area of Human Resources.

Objectives:

a. To provide comprehensive insights into diversity at the workplace, this has recently become one of the biggest competitive advantages that organizations have.
b. To highlight the trends and practices, which are emerging for diversity at the workplaces, in India, Asia and globally.
c. To prepare future managers to be aware of diverse segments of talent that they will work with, their own internal biases, mindfulness about inclusion and lead, and how to leverage their combined strength, for sustainable business growth.

Course Contents

Introduction to Diversity and Inclusion: Meaning, Objectives, Focus areas, Paradigms for engaging a diverse workforce, Challenges of managing diversity, Diversity legislation in a global perspective. **[5]**

Dimensions of Diversity in the Workplace: Gender, Age, Caste, Language, Gender, Religion, Four generations in the workplace, Generational differences, Discrimination and equality in Employment, Consequences of not managing diversity, Recognizing Unconscious Bias. **[6]**

Interpersonal Relationships in a Global Work Context: Cultural styles and relational mental models, Diversity in interpersonal relationships, Interpersonal relationships and cross-cultural communication, Theoretical perspectives on interpersonal cross-cultural communication. **[9]**

Managing Diversity at the Workplace (Inclusion): Theories of diversity management, Steps in managing diversity effectively, Managing gender diversity at the workplace, Managing generational diversity at the workplace, Managing cross-cultural diversity, Preparing managers for leading diverse teams, Leadership's role and buy-in related to diversity and inclusion, Diversity training, Communication strategy for a diverse workplace. **[9]**

Inclusive Workplace: Inclusion through diversity within the work organization, Inclusion through corporate-community collaborations, Inclusion through state/national collaborations, Diversity and inclusion audits. **[5]**

Diversity and Inclusion Trends and Best Practices - India, Asia, Global, Reverse discrimination, Inclusion of differently-abled employees at the workplace **[5]**

Text:

1. Michalle E. Mor Barak, Managing Diversity: Toward a Globally Inclusive Workplace, 4th Edition (2016), Sage Publishing.

References:

1. Gary N. Powel, Managing Diverse Workforce Learning Activities, 3rd Edition (2010), Sage Publications.

Human Resource Development Systems

HR214 **3-1-0-4**

Course Objective

The aim of this course is to facilitate the learning concepts and practices related to HRD. This course will elaborate on the purposes and advantages of needs assessments. Identify the attributes (all the way through to evaluation) of different kinds of HRD programs as studied in the text- orientation, skills and technical training, coaching and performance management, employee counseling and wellness services, career management and development, and describe organization development and change in relation to models of change, OD theories.

Course Content

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. **[6]**

Training and Development: Need Assessment Process, Systematic approach to need assessment, Designing, Transfer of learning, Evaluating training program, Special issues in training and development, Management Development and Organizational Goals, Trends in management education. **[8]**

Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. **[7]**

Career Management and Development: Definition, Models, Issues affecting career management. Organization Development-: Definition, Theories and concepts in OD, Roles & Strategies, Change Management. **[8]**

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. **[5]**

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. **[5]**

Text Books

1. Haldar, U.K. (2009), "*Human Resource Development*", 1st Edition, New Delhi: Oxford University Press.
2. Lynton, R.P. and Pareek, U. (2011), "*Training for Development*", 3rd Edition, New Delhi: Sage Publications.

Reference Books

1. Agochiya, D. (2009) "*Every Trainer's Handbook*", 2nd Edition, New Delhi: Sage Publication.
2. Blanchard, P.N., Thacker, J.W. and Ram, V.A. (2010), "*Effective Training: Systems, Strategies and Practices*", New Delhi: Pearson Education.
3. Noe, R. (2010), "*Employee Training and Development*", 5th Edition, New Delhi: McGraw Hill Education.
4. Pareek, U. and Rao, T.V. (2006), "*Designing and Managing Human Resource System*", 3rd Edition, New Delhi: Oxford and IBH Publishing Company.

Performance Management System

HR224 **3-1-0-4**

Course Objective

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Contents

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes. **[4]**

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application **[4]**

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal. **[5]**

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support. **[5]**

Methods of Performance Appraisal: Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal. **[5]**

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team. **[4]**

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system. **[5]**

Reward Systems and Legal Issues: Significance of reward in PM, Components of reward system, Linkage of PM to compensation systems, Legal issues associated with PM. **[4]**

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM. **[3]**

Text Books

1. Aguinis, H. (2013), "*Performance Management*", 3rd Edition, New Delhi: Pearson Education.
2. Bhattacharyya, D.K. (2011), "Performance Management Systems and Strategies", 1st Edition, New Delhi: Pearson Education.

Reference Books

1. Bagchi, S.N. (2013), "*Performance Management*", 2nd Edition, New Delhi: Cengage Learning.
2. Kohli, A.S. and Deb, T. (2008), "*Performance Management*", 1st Edition, New Delhi: Oxford University Press.

COMPENSATION MANAGEMENT

HR234 **3-1-0-4**

Course Objective

The course aims to equip students to effectively design compensation structure for overall organizational effectiveness as the new generation of HR professional need to master all these areas to render meaningful support to organizations, reducing their dependency on outside consultants.

Course Contents

Introduction to Compensation Management: Concept of compensation, Objectives of Compensation System, Intrinsic and Extrinsic Compensation, Strategic Compensation, Strategic Vs. Tactical Compensation Decision. **[4]**

Bases for Pay: Traditional bases for pay – Human Capital theory, Seniority and longevity pay, Merit pay, Linking performance appraisal with merit pay; Person-Focused Pay – Competency-Based, Pay-for-Knowledge, and Skill-Based pay. **[4]**

Components of Compensation I: Core compensation: Base pay, Cost- of – living adjustment (DA), Bonus. **[3]**

Components of Compensation II: Fringe compensation: Benefit policies, Statutory benefits – Gratuity, Provident fund, Employees' State Insurance, Employees' Compensation Act, Pension schemes; Discretionary benefits - Personal security, Financial assistance and Personal needs, Flexible benefits- Company cars, Holidays, Pensions, Insurance etc. **[5]**

Contextual Influences on Compensation Practice: Prevailing wage laws, Labor unions as contextual influences, Inter industry, Wage differentials/ Compensation differentials. **[4]**

Job Evaluation: Concept of job evaluation, Various kinds of job evaluation plans. **[4]**

Surveying Market pay and Compensation Practices: Need and purpose of the survey, Designing a Survey, Types of Survey - Custom developed surveys and published compensation data surveys. **[4]**

Designing Compensation Structure: Compensation designing process - Define a pay grade and develop a pay structure, Base pay and other compensation components for a team, Pay structure variations- broad banding and two- tier base plan. **[4]**

International Compensation: International compensation programs, Expatriates Components of international programs, Main components - Setting expatriates base pay and Incentive compensation. **[4]**

New Approaches: Variable performance linked pay (VPLP), Employee stock option plan, EVA, Cafeteria style of compensation. **[3]**

Text Books:

1. Martocchio Joseph J. (2014), *"Strategic Compensation- A Human Resource Management Approach"*, 7th Edition, New Delhi, Pearson Education.
2. Bhattacharyya D.K. (2015), *"Compensation Management"*, 2nd Edition, New Delhi, Oxford University Press.

Reference Books:

1. Milkovich George T, Newman Jerry M. and Venkat Ratnam CS (2017), *"Compensation"*, 12th Edition, New Delhi, Tata McGraw Hill.
2. Richard I. Henderson, *Compensation Management in a Knowledge - based World*, 10th Edition, New Delhi, Pearson Education.

Integrated Marketing Communication

MM204 **3-1-0-4**

The course introduces the students to the field of integrated marketing communications (IMC) and its role in the marketing mix. Emphasis is placed on understanding the role for advertising and other promotional tools in the IMC program of an organization to achieve effective marketing campaigns based on clear objectives, market segmentation and target marketing, within established time and cost parameters.

The development of an IMC program requires an understanding of the overall marketing process, communications theory and processes, marketing communications tools, consumer behavior, and marketing communications.

This course will examine the process by which integrated marketing communications programs are planned, developed, executed and measured.

Objectives of the Course:

1. The objective of the course is to help students look at marketing communications with a holistic approach and to understand the principles and practices of marketing communications
2. Apply the key terms, definitions, and concepts used in integrated marketing communications.
3. Conduct and evaluate marketing research and apply these findings to develop competitive and positioning strategies and to select the target audience(s) for the IMC campaign plan.
4. Examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.
5. Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
6. Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
7. Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
8. Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

Course Contents

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, and Challenges in IMC, **[6]**

Consumer Behaviour and IMC: Role of marketing communications in Consumer Decision Making, Combination of behavioural and communication objectives for each stage of the consumer decision making process. **[6]**

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, advertising appropriation, advertising campaigns Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organization, Remuneration, client agency relationship, account Planning; Management of Advertising Agencies, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising. **[7]**

Message Design: The Creative concept development; the creative processes of the different forms of IMC; Communication Models with reference to Advertising AIDA, Hierarchy of effects, Innovation, Adoption. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting, Role of Creativity in Copywriting. Testing of Advertising Effectiveness, **[7]**

Media Management: Media Types and their characteristics; Setting Media objectives; Media planning; Media Strategy; Media buying; and media research. Emerging Concepts and Issues in Marketing Communications, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication. **[6]**

Corporate Communication and Public Relations: Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management. **[7]**

Text Books:

1. Clow, K.E. and Baack, D.E. (2016), "*Integrated Advertising, Promotion, and Marketing Communications*", 7th Edition, New Delhi: Pearson Education.
2. Shah, K. and D'Souza, A. (2009), "*Advertising and Promotions an IMC Perspective*", New Delhi: McGraw Hill Education.

Reference Books

1. Belch, G. and Belch, M. (2016), "*Advertising and Promotions: An Integrated Marketing Approach*", New Delhi: McGraw Hill Education.
2. Lane, R., King, K. and Russell, T. (2009), "*Kleppner's Advertising Procedure*", US: Pearson Education.
3. Percy, L. (2014), "*Strategic Integrated Marketing Communications*", 2nd Edition, New Delhi: Routledge.
4. Shimp, T.A. and Andrews, A.J.C. (2013), "*Advertising Promotion and Other Aspects of Integrated Marketing Communications*", 9th Edition, Cengage Learning.

Digital Marketing

MM214 **3-1-0-4**

Course Objective

Digital marketing course has been designed in such a way as it helps the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. Developing a successful digital marketing model is both an art and science.

Course Content

Introduction: Now and before of digital marketing - digital marketing for the 21st century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog. **[9]**

Concepts of Digital Marketing: Search engine optimization marketing, Online advertisement, Affiliate, Social media, Analytics. Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices. **[10]**

Digital Marketing Management: Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel. Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Online press releases, Online newspaper, magazine ads, Google, Yahoo news. **[10]**

Social Media Marketing: Introduction to social media, Examples of social media, Uses of social media, How companies use social media, Impact of social media in search Benefits of social media: Case studies of social media, SEO for social media, How to get started in social media. Social media profile creation and optimization. Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience Effective Ads: Calculating ROI, Budget, How to choose your ad partner, Blogging for businesses Creative's & Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation. How Face book advertisement works: The 3 Rs – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Face book Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions You Tube: You Tube branding, You Tube Ads, Getting started guide **[10]**

Text Books

1. Chaffey, D., Ellis-Chadwick, E., Johnston, K. and Mayer, R. (2000) "*Internet Marketing: Strategy, Implementation and Practice*", UK: Pearson Education.
2. Gay, Richard; Charlesworth, Alan and Esen, Rita (2007) "*Online Marketing: A Customer-led Approach*", New Delhi: Oxford University Press.

References Books

1. Evans, D. and Bratton, S. (2008). *Social Media Marketing: An Hour a Day*, Second Edition, Wiley.
2. Evans, D. and Bratton, S. (2010). *Social Media Marketing: The Next Generation of Business Engagement*. Wiley.

Rural Marketing

MM224 **3-1-0-4**

Rural markets represent a substantial portion of the Indian market. Despite of huge potential, rural markets have been traditionally ignored by most multinationals from advanced countries, as well as by local large-scale manufacturers of packaged products.

The course introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population. It covers aspects like relevance and scope of rural market in India, the prevailing environment, the dynamic behavior of rural consumers, rural markets research, and rural market segmentation and targeting. It also goes in details for explaining the product strategy adopted by the companies for rural market, pricing strategy and rural distribution including traditional and modern channels.

Objectives:

- The objective of this course is to develop understanding of issues in rural markets.
- To explore the Special Areas in Rural Marketing Environment and to learn nuances of rural markets to design effective strategies
- To enhance deeper understanding of rural consumer behavior and to develop the rural marketing mix.

Course Contents

Introduction to rural marketing: Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size and Rural Infrastructure. **[6]**

***Rural Marketing Opportunities*:** Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers

Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Opinion Leaders influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption **[4]**

Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research. **[6]**

Selecting and Attracting Markets: Concepts and process for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Cases in FMCG, consumer durables, Financial Services, Agricultural inputs and Cottage Industries in Rural areas. **[4]**

Product Strategy for rural markets: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes. **[5]**

Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing **[5]**

strategy – the affordability challenge, rural versus urban, needs integrated approach, pricing for the quality conscious segment, value conscious segment and price conscious segment , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle .

Distribution Strategy: and Rural Retailing: The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing. The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers. **[5]**

Challenges for Rural Communication: Massage & Media for Rural Communication Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising. **[4]**

Text :

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson 2/ed. (2012)

References:

1. Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers.
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

Retail Management

MM234 **3-1-0-4**

Retail Management examines one of the most important and dynamic sectors in contemporary industrial nations. The course provides an overview of retailing from a marketing and managerial perspective and examines the development, characteristics, and frontiers of the retail industry from a local and global perspective. The main objective is to provide the learner with an overview of the retail industry, concepts and processes and an opportunity to understand the areas of accountability for a Retail Manager

Objectives:

- Learn about the ever-changing retail landscape Become familiar with how the retail industry works and understand the areas of accountability for retail management
- Understand the general concepts of merchandising. Understand store layout by department, including flow and adjacencies
- Explain how to read and execute a planogram to maximize sales e. Understand the impact of visual merchandising
- Understand the standards of quality service, and how service impacts Understand floor recovery strategies and methods

Introduction to retailing: What is retailing, Social and economic significance of retailing, Structure of retailing and distribution, Opportunities in retailing, Indian vs. Global Scenario **[4]**

Types of retailer: Store & Non Store Retailing –-Franchising- Unconventional channels Retailer characteristics, Food retailers, General merchandise retailers, Service retailing, Types of ownership, Retail channels, Benefits offered by retail channels, Challenges of effective multichannel retailing **[4]**

Retail buying behavior and Retailing Strategy: The buying process, Types of buying decisions, Social factors influencing the buying process Retail market strategy, Target market and retail formats, Growth strategies, Global growth opportunities **[6]**

Financial strategy and retail locations: Financial objectives and goals, Strategic profit model, Analysis of financial strength, Setting and measuring performance, Types of locations, other locations opportunities, Location and retail strategy, Legal considerations, Evaluating specific areas for locations, Evaluating a site for locating a retail store, Trade area characteristics, Estimating potential sales for a store site, Negotiating lease. **[6]**

Human Resource Management: Objectives of Human Resource Management, Issues in retail human resource, designing the organization structure for retail firm, Store management responsibilities, recruiting and selecting employees, Motivating and managing store employees, Evaluating store employees and providing feedback, Compensating and rewarding store employees, Managing diversity, Legal issues in Human Resource **[4]**

Merchandise management: Merchandise management overview, forecasting sales, Developing an assortment plan, Setting inventory and product availability levels, Establishing a control system for managing inventory, Allocating merchandise to stores, Analyzing merchandise management performance, Developing and sourcing private label merchandise, Negotiating with vendors **[5]**

Retail pricing and communication mix: Pricing strategies, Consideration in setting retail prices, Pricing techniques for increasing sales and profits, Legal and ethical pricing issues, Communication programs to develop brand images and build customer loyalty, Methods of communicating with customers, planning the retail communication program **[4]**

Store Management: Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery. **[4]**

Information system in retailing: Creating strategic advantage through supply chain and information system, the flow of information and products in supply chain. **[2]**

Text Books

1. Retailing management by Michael Levy Barton Weitz Ajay Pandit, M. G.Hills, 8th Edition (2012)
2. Retailing Management by Swapana Pradhan, M. G.Hills, 4th Edition (2012)

References:

1. Integrated retail management by James R. Odgen Denise T. Ogden, Bizantra, 2nd Editio
2. Managing retailing by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Oxford University Press, India, 2nd Edition (2012)
3. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press

Strategic Brand Management

MM244 **3-1-0-4**

Course Objective

This course aims to develop students' understanding of the importance of brand equity as well as how to build, measure, and manage brand equity. It will cover topics in the utilities of branding, steps/process of building brands, methods of measuring brand equity, ways to leverage brand equity, strategies in managing brand portfolios, and management of brands over time, geographic boundaries, and market segments.

Course Content

Introduction: Understanding the role of the Brand Manager, how it has evolved over time, key variables to be managed and the key deliverables. **[5]**

Brand and Brand Management: Commodities Vs Brands, The role of brands, Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, General Management success and Brand success, Understanding the impact technology has had on the marketing landscape and the way the management of a brand is progressively being shaped by a new and active participant – the consumer. **[9]**

The brand equity concept: Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image. Brand Vision, Brand Objectives. Choosing brand Elements, Brand Leveraging and Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement, **[9]**

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing and Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Rejuvenation and Re-launch. **[8]**

Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation, Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis. Define public relations, Identify the differences among advertising, publicity, press agency and PR. PR & its role in organizations. Examine the different publics of an organization **[8]**

Text Books

1. Keller, K.L., Parameswaran, M.G. and Jacob, I. (2013), "*Strategic Brand Management: Building, Measuring and Managing Brand Equity*", 3rd Edition, New Delhi: Pearson Education.
2. Kapferer, J.N. (2012), "*The New Strategic Brand Management: Advanced Insights and Strategic Thinking*", 5th Edition, New Delhi: Kogan Page.

Reference Books

1. Keller, K.L. (2008), "*Best Practice Cases in Branding: Lessons from the World's Strongest Brands*", 3rd Edition, New Delhi: Pearson Education.
2. Sengupta, S. (2005), "*Brand Positioning: Strategies for Competitive Advantage*", 2nd Edition, New Delhi: McGraw Hill Education.
3. Richard, E. and Percy, L. (2007), "Strategic Brand Management", New Delhi: Oxford University Press.

OMNI-CHANNEL RETAILING

RM 204 **3-1-0-4**

We no longer only buy products or experience services in physical spaces. We now often buy in-store and online using a laptop, a phone and even a watch. This course demystifies the omnichannel experience, and explores how omnichannel retail and supply chains have changed the production and consumption experience for both enterprises and consumers.

Objectives:

- To analyze the framework of omni channel retailers.
- To examine the elements involved in omni channel security.
- To study the elements involved in omni channel social media.
- To assess the omni channel strategies and tactics of retailers.

Introduction

From multi-channel to omni-channel retailing, The rise of social commerce and marketing and their integration with brick-and-mortar shops, Cutting edge technology applications in omni-channel retailing **[13]**

Retail and Marketing Management Focus

Case studies of best practices of mobile and social commerce retailing, Omni-channel merchandising and planning, Logistics management in omni-channel retailing, Creative approaches to explore new customer value and experience **[13]**

Technology Management Focus

Design, development, and implementation of mobile and social media applications for omni-channel fashion retailing and marketing, Big data analysis of consumer behaviour in mobile and social media channels **[13]**

Text:

Debra Zahay, Mary-Lou Roberts (2013). Internet Marketing: Integrating Online and Offline Strategies (3nd Ed.). Cengage Learning.

Reference:

James Topps and Glenn Taylor, Managing the Retail Supply Chain, 1sr Edition (2018), Kogan Page.

MALL MANAGEMENT

RM 214 **3-1-0-4**

The course contents provide a detailed outline of Malls and its design and retail components. Special emphasis is given to the practical aspects. The objective of the course is to impart skills necessary for taking up positions in Mall administration.

Objectives:

- To comprehend the mall architecture and mall project handling
- To analyse the factors while selecting the mall locations and identify the catchment areas

Introduction

Concept of shopping mall, Growth of malls in India, Mall positioning strategies, Strategic planning for malls. **[9]**

Aspect in Mall Management

Concepts in mall design, Factors influencing malls' establishment, Recovery management, Aspect in finance, Human resources, Security and accounting, Legal compliances and issues, Measuring mall performance. **[10]**

Mall Operations

Store allocation, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management. **[10]**

Tenant Management

Selection of anchor tenant, Tenant mix, Types of retail formats, Multiplexes, Food courts, Branded stores, Specialty stores, Hypermarkets, Supermarkets, Mall resource allocation, Owner-tenant relationship. **[10]**

Text:

Levy, M., Weitz, B. & Grewal, D. (2019) "Retailing Management," ,10th edition, McGraw-Hill.

INTERNATIONAL RETAILING

RM 224 **3-1-0-4**

The course introduces the student to the various aspects of international retailing and trends with the principle objective of developing skills in the identification, analysis and solution of the problems encountered in the theories and practice of international retailing abroad and its subsequent effects in India.

Objectives:

- To analyze retail opportunities or problems globally using trading area analysis, site selection procedures, merchandise management & planning and marketing research techniques
- To apply adaptations to the marketing mix to meet the needs of retail environment in different countries

Course Contents

International Retail management- an Introduction: Retailing within an international context The nature and scope of Retailer Internationalization Push and Pull factors of Retailer Internationalization Global marketing mix in retail context International Retail organization formats Retail Internationalization Theories Web, Nonstore-Based, and Other Forms of Nontraditional Retailing **[7]**

International Retail Environment: Assessing the International Economic, Political ,Legal and Social Environment Market Selection Market Entry Methods- Flagship Stores, Organic Growth, M&A, Franchising, JVs, Concessions, Exporting and Wholesaling, Internet Relationship between Market Selection and Market Entry International Market De-Entry: Divestments and Withdrawals **[7]**

Location and Layout decisions: Retail Location and layout decisions Retail Location Theories Reilly's law and Huffs model of trading area analysis Index of Retail Saturation **[6]**

Retail Store Design & Visual Merchandising: The relationship between store image and store design Components of exterior and interior Important considerations for selecting layout Visual merchandising in retail Planning and merchandising process Developing Merchandise Plans Implementing Merchandise Plans Financial Merchandise Management Employee Management in Retail Network **[8]**

Retail Logistics: Retail Supply Chain Management: Theoretical Perspectives Differences in logistics 'culture' in International Markets Consumer Choice and Retail formats Logistics cost Structures The Internationalization of Logistics Practice Strategic sourcing and procurement Cross docking **[6]**

Role of technology In Global Retailing Business: E-tailing, Pure click retailing, Role of RFID technology in retailing, Business Intelligence Tools for Retail Role of Information Technology in International Retail **[5]**

Text:

Berman B., Evans J. (2007) Retail Management: a Strategic Approach. 10th ed. Prentice Hall.

RETAIL ANALYTICS

RM 234 **3-1-0-4**

Retail analytics is the process of providing analytical data on inventory levels, supply chain movement, consumer demand, sales, etc. that are crucial for making marketing, and procurement decisions.

Objectives:

- To understand the basic functions involved in running a retail business, and the concepts and principles necessary for decision-making in a retail firm
- To analyze historical and current trends affecting retailing sector.
- To understand the determinants and characteristics of consumer-level and market-level demand, and of pricing.
- To analyze location and franchising decisions from a strategic perspective.

Introduction to Analytics: Key concepts of analytics, Simple yet powerful techniques, Draw insights from data, Where the analytics use, Some real time examples **[7]**

Understanding difference between Analysis and Reporting: Analysis versus Reporting, Basic and Advance Analytics, Conducting an Analysis- Things to consider, Building an Analytic Team **[8]**

Analytical Approaches and Tools: The evolution of Analytic Approaches, The evolution of Analytic Tools, Categories of Analytic Tools, Some popular Analytical Tools (R/SPSS/SAS),Comparison between Analytical Tools **[8]**

The Role of Analytics in Retail sector: A Brief History of the Evolution of Analytics, Why Retail Analytics is a business necessity, How Retailers Harness the Power of Retail Data Analytics, How Analytical Software Solutions Support Data-Driven Decisions **[8]**

Strategy for Generating the Business using Retail Analytics: Identify markets and designing Propositions, Reading Retail Profit and loss, Key Retail Functions - Real Estate, Buying, Distributed, Store Design, Store Operation **[8]**

Text:

Levy, M., Weitz, B. & Grewal, D. (2019) "Retailing Management," ,10th edition, McGraw-Hill.

Global Supply Chain Management

SC204 **3-1-0-4**

Supply Chain Analytics

~~SC214~~ **3-1-0-4**

Course Objective

The global supply chain management development course is designed to facilitate the development of skills for practical problem-solving approach to complex areas of supply chain. It guides through and helps explore and learn various themes of global supply chains along with practical implementation.

This course will enable participants to obtain good hands on experience with exposure to different learning tools used in the SCM domain. This course attempts to explore core aspects of SCM in global context like SC design optimization, policy of vendor selection, SC logistics, risk management and also touches on contemporary and evolving aspects of SC analytics, digital SC etc. The course objective is to enhance problem-solving ability of SC practitioners in complex, uncertain dynamic global marketplace.

Course Content

Global Supply Chain Strategic Perspective: Insight into Global Trade and Global Supply Chains, Global Operations Strategy, Market Entry Modes and Global Market Development, Global Supply Chain Finance, Best Practices in Managing Supply Chain **[08]**

Network Design of Global Supply Chains: Network Flow Models, Supply Chain Network Design and Optimization, Advanced Modelling of Supply Chain Network **[08]**

Forecasting Demand and Procurement: Demand Forecasting Tools and Techniques, Strategic Make or Buy Decision in Global Context, Global Supply Chain Purchasing Strategies, Supplier Selection, Global Sourcing and Procurement Optimization, Supplier Risk Management **[08]**

Global Supply Chain Logistics: Logistics Infrastructure, Global Trade Logistics, Warehousing Networks, Global Trends in Packaging and Material Handling, Containerization, Intermodal Transportation, Supply Chain Security Issues, International Trade Contracts, Financing Global Trade and Insurance Issues, Commercial Documents, Letter of Credit, Customs Clearance and EDI, International Trade Practices **[07]**

Contemporary Issues in Global Supply Chain: Supply Chain Analytics and its Application, Digital Transformation of Supply Chain, Global Production Networks, Supply Chain Sustainability, Performance Benchmarks for Competitive Advantage **[08]**

Suggested Readings:

N.Viswanadham and S.Kameshwaran, "*Ecosystem Aware Global Supply Chain Management*," World Scientific Publishing

Alan E. Branc., "*Global Supply Chain Management and International Logistics,*" Routledge

Course Objective

In present time of intense global competition, customers are demanding more and more variety, with better quality and service at lowest cost. This means that in order to be successful, firms need to develop supply chain strategies and logistical capabilities that serve the needs of their customers whilst maximizing overall profitability. All supply chains, in order to function properly, must focus on the huge opportunity that exists in their analytics.

Course Content

Introduction to Supply Chain Analytics: Definition, relevance and scope Supply Chain Analytics, recent trends in Supply Chain Analytics **[06]**

Context of today's Supply Chains Analytics: Understanding and defining the supply chain analytics (SCA), Revisions of Basic Lessons of Supply Chain Management, Why is Analytics Important in a supply chain?, Relating Operations Management with Supply chain concepts with SC Analytics, The importance of supply chain analytics in the flows involving material, money, information and ownership. **[07]**

Supply chain analytics: Key issues in supply chain analytics, What involves in supply chain analytics, Concept of Descriptive Analytics in a Supply Chain, Supply Chains Analytics applications in India, Decision Domains in in supply chain analytics **[07]**

Overview of Supply Chain Models and Modelling Systems: Descriptive models, Optimization modes, Off-the shelf modelling system (SLIM), Supply chain operations reference model (SCOR), The network KEIRETSU, Nature-Inspired Intelligence in Supply Chain Management **[07]**

Application of Supply Chain Models: A Calibration Model Establishes Position and Performance Gap, Models for Purchasing, Procurement, and Strategic Sourcing, Logistics Models, from Manufacturing to Accepted Delivery, Models for Forecasting, Demand Management, and Capacity Planning, Models for Order Management and Inventory Management' Models for Sales and Operations Planning, Advanced Planning and Scheduling Models, Models for Supplier Relationship Management, Models for Customer Relationship Management, Models for Collaborative Design and Manufacturing, Collaborative Planning, Forecasting, and Replenishment Models **[12]**

Suggested Reading:

Chopra S. and Meindl P., *"Supply Chain Management: Strategy, Planning and Operation*," 5th Edition, Pearson Education, USA.

Supply Chain Risk Management

SC224 **3-1-0-4**

Course Objective

In today's global economy, operating risks are increasingly on the minds of executives. The specific context of operating risk can range from general areas of business continuity to the effects of natural disasters. In this course, you will gain a solid understanding of supply chain risk management principles, including effective ways to identify, mitigate, and measure the impact of potential supply chain disruptions.

Course Contents

Introduction to Risk Management: Meaning, Scope, Objectives, Difference between crisis management and supply chain risk management, Why supply chain risk management activities require enterprise wide participation.	**[6]**
Risk Classification: Definition and meaning, Strategic, Operational and Tactical, Compliance, Financial.	**[6]**
Fundamental Statistical Concept behind Operational and Tactical Risk Management: Elaboration and practices	**[5]**
Operating Characteristic Curves and their use in Supplier Risk Management	**[5]**
Approaches to Handling Operational Risk: 4 Steps – How To Reduce Operational Risk, Managing Equipment Failures, Keep Strong Business to Business Relationships, Having Adequate Insurance, Know the Regulations.	**[6]**
Handling Political and Currency Risk: Insurance, Control Procedures, Ongoing Basis, Macro and a Micro Political Risk Environment, Diversify Political risks.	**[4]**
Project plan preparation incorporating risk management principles	**[4]**
Negotiation principles and good contract management as risk mitigation strategies	**[3]**

Text

1. John Manners Bell, Supply Chain Risk Management, 2nd Edition, Kogan Page Ltd.

Reference:

1. Ken Sigler, Dan Shoemaker, Anne Kohnke, Supply Chain Risk Management (2017), Auerbach Publications.

SESSION 2020-2021

Syllabus

Bachelor of Commerce (Honours)
(w.e.f. 2020)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

REVISED

Bachelor of Commerce (Honours)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

Objective:

The undergraduate programme in commerce is structured to impart analytical skills and intellectual advancement to understand the complexities in the working of the present scenario. It seeks to expose the students to various concepts in economics, finance, accounts and research and encourage them to uphold logical integrity and objectivity in professional endeavours. The course provides a sound theoretical basis in finance and accounts theory supplemented by practical applications of theories. The course in statistics and business mathematics is developed to enable the students to lay a strong foundation in those areas of research that is frequently used to understand the various concepts of finance and accounting theory. The objective of statistics course is to cultivate statistical thinking among students by acquainting them with various statistical methods and their application in different fields of commerce.

The first batch of the programme in MUST is proposed to be admitted in the session 2017-2018.

Input Qualification:

Candidate should have passed 10+2 from a recognized board with at least 50% marks and having proficiency in English.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

B. Com. (Hons.)
Three-Year Programme
Academic Curriculum (2020-21 onwards)
First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Autumn Semester	**Core Courses**										
	BC 111	Financial Accounting	3	-	-	3	3	15	10	25	50
	BC 121	Business Laws	3	-	-	3	3	15	10	25	50
	BC 131	Business Statistics	3	-	-	3	3	15	10	25	50
	BC 141	Management Principles & Applications	3	-	-	3	3	15	10	25	50
	Ability Enhancement Compulsory Courses										
	MDC 003	Environmental Studies	3	1	-	4	3	15	10	25	50
	Generic Course										
	BC 151	Microeconomics	3	-	-	3	3	15	10	25	50
		Sub Total	**18**	**1**	**-**	**19**					
	GE 103	Proficiency (Non-Credit) #				1					

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Spring Semester	**Core Courses**										
	BC 112	Organisational Behaviour	3	-	-	3	3	15	10	25	50
	BC 122	Corporate Laws	3	-	-	3	3	15	10	25	50
	BC 132	Advanced Financial Accounting	3	-	-	3	3	15	10	25	50
	BC 142	Advanced Business Statistics	3	-	-	3	3	15	10	25	50
	Ability Enhancement Compulsory Courses										
	BC 152	Business Communication	3	-	-	3	3	15	10	25	50
	Generic Course										
	BC 162	Macroeconomics	3	-	-	3	3	15	10	25	50
		Sub Total	**18**	**-**	**-**	**18**					
	GE 104	Proficiency (Non-Credit) #				1					

B. Com. (Hons.)
Three-Year Programme
Academic Curriculum (2020-21 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Autumn Semester	**Core Courses**										
	BC 211	Income Tax Laws	4	-	-	4	3	15	10	25	50
	BC 221	Business Mathematics	4	-	-	4	3	15	10	25	50
	BC 231	Human Resource Management	3	-	-	3	3	15	10	25	50
	BC 241	Cost Accounting	3	-	-	3	3	15	10	25	50
	Skill Enhancement Compulsory Courses										
	BC 21.281	Design Thinking	3	-	-	3	3	15	10	25	50
		Mody University Elective	3	-	-	3	3	20	-	-	80
	Generic Course										
	BC 251	Principles of Insurance	3	-	-	3	3	15	10	25	50
		Sub Total	**23**	**0**	**0**	**23**					
	GE 203	Proficiency (Non-Credit) #				1					

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Spring Semester	**Core Courses**										
	BC 212	Indirect Tax Laws	3	-	-	3	3	15	10	25	50
	BC 222	Corporate Accounting	4	-	-	4	3	15	10	25	50
	BC 232	Management Accounting	3	-	-	3	3	15	10	25	50
	BC 242	Computer Applications in Business	3	-	-	3	3	15	10	25	50
	Skill Enhancement Course										
	BC 21.272	Business Research	3	-	-	3	3	15	10	25	50
		Mody University Elective	3	-	-	3	3	20	-	-	80
	Generic Course										
	BC 252	Investing in Stock Markets	3	-	-	3	3	15	10	25	50
		Sub Total	**22**	**0**	**0**	**22**					
	GE 204	Proficiency (Non-Credit) #				1					

B. Com. (Hons.)
Three-Year Programme
Academic Curriculum (202-21 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Autumn Semester	BC 311	Principles of Marketing	3	-	-	3	3	15	10	25	50
	BC 321	Financial Management	3	-	-	3	3	15	10	25	50
	BC 331	Industrial Laws	3	-	-	3	3	15	10	25	50
	BC 341	Financial Markets, Institutions and Services	3	-	-	3	3	15	10	25	50
	BC 351	Operation research	4	-	-	4	3	15	10	25	50
	BC 361	Entrepreneurship	3	-	-	3		15	10	25	50
		Sub Total	**19**	**-**	**-**	**19**					
	GE 303	Proficiency (Non-Credit) #				1					

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)			
								CW		MTE	ETE
			L	T	P			Group Learnng	Individual Learning		
Spring Semester	BC 312	Auditing and Assurance	3	-	-	3	3	15	10	25	50
	BC 322	Financial Analysis and Reporting	3	-	-	3	3	15	10	25	50
	BC 332	Business Ethics & Corporate Governance	3	-	-	3	3	15	10	25	50
	BC 342	Fundamentals of Investment	3	-	-	3	3	15	10	25	50
	BC 352	Project Management	3	-	-	3	3	15	10	25	50
	BC 362	**Dissertation** **	-	-	-	6	3				100
		Sub Total	**15**	**-**	**-**	**21**					
		Total Credits	**115**	**1**	**-**	**122**					
	GE 306	Proficiency (Non-Credit) #				1					

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE*** *: End Term Examination*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***Evaluation of Dissertation would comprise of Report and Viva-voce.*

FIRST YEAR
AUTUMN SEMESTER
(Semester – I)

BC 111 **Financial Accounting** **3-0-0-3**

Course Objective

To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only). [12]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers. [08]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance. [08]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, Conversion of consignment into branch, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment. [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 121 **Business Laws** **3-0-0-3**

Course Objective

The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.

Course Content

The Indian Contract Act, 1872: Contract – meaning, characteristics and kinds; Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects; Void agreements; Discharge of contract – modes of discharge including breach and its remedies; Contingent contracts; Quasi – contracts; Contract of Indemnity and Guarantee; Contract of Bailment; Contract. [14]

The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell; Conditions and warranties; Transfer of ownership in goods including sale by non-owners; Performance of contract of sale; Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer. [06]

The Limited Liability Partnership Act, 2008: Salient Features of LLP; Difference between LLP and Partnership, LLP and Company; LLP Agreement; Nature of LLP; Partners and Designated Partners; Incorporation Document; Incorporation by Registration, Registered office of LLP and change therein; Change of name; Partners and their Relations; Extent and limitation of liability of LLP and partners; Whistle blowing; Taxation of LLP; Conversion of LLP; Winding up and dissolution. [12]

The Information Technology Act 2000: Definitions under the Act; Digital signature; Electronic governance; Attribution, acknowledgement and dispatch of electronic records; Regulation of certifying authorities; Digital signatures certificates; Duties of subscribers; Penalties and adjudication; Appellate Tribunal; Offences. [07]

Text Books

1. Tulsian, P.C, "*Business Law"*, McGraw Hill, New Delhi.
2. Lee Reach, "*Business Laws"*, Oxford University Press, UK.

References:

1. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
2. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.
3. Kuchhal. M.C., "*Business Law*", Vikas Publishing House, New Delhi
4. *Information Technology Rules 2000 with Information Technology Act 2000*, Taxmann Publications Pvt. Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BC 131 **Business Statistics** **3-0-0-3**

Course Objective

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making.

Course Content

Introduction to Statistics: Meaning, Definition, Scope, uses and limitations of statistics, Collection of primary and secondary data, Classification and tabulation of data, Graphs of frequency distribution and Curves. **Measures of Central Tendency** - arithmetic mean, geometric mean and harmonic mean. Median and Mode (and other partition values including quartiles, deciles, and percentiles). [10]

Measures of Dispersion: absolute and relative, Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance. **Moments** - Calculation and significance,Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis. [09]

Correlation Analysis - Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; Rank Correlation **Regression Analysis** - Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression. [13]

Index Numbers: Meaning and uses of index numbers. Construction of index numbers: fixed and chain base: univariate and composite. Aggregative and average of relatives – simple and weighted, Tests of adequacy of index numbers, Base shifting, splicing and deflating, Problems in the construction of index numbers, Construction of consumer price indices. Important share price indices, including BSE SENSEX and NSE NIFTY [07]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hill New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods",* Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business",* Cengage Learning.

Note: Latest edition of text book and references must be used.

BC 141 **Management Principles & Applications** **3-0-0-3**

Course Objective

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Content

Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management. [08]

Planning: Types of Plan, Objectives of Planning, Planning process, SWOT, **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making. [12]

Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing. [12]

Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control. [07]

Text Books

1. Koontz, H. and Weihrich, H. *Essentials of Management*, Pearson Education.
2. Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi

References:

1. Luthans, F., "*Introduction to Management",* McGraw Hill.
2. Robbins, S. and Coulter, M.*Management,* Pearson Education.
3. Drucker P. F., *Practice of Management*, Mercury Books, London.
4. Griffin, R.W.,*Management Principles and Application*, Cengage Learning
5. Louis, A.Allen: Management and Organization; Mc Graw Hill, Tokyo.

Note: Latest edition of text book and references must be used.

MDC 003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:
i) Cultural Basics of our Environmental Crisis:
ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:
i) What has posterity ever done for me?
ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides.

Suggested Case Studies:
i) The tragedy of commons:
ii) We all live in Bhopal
iii) The Silent Spring; [06]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India.

Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply

[06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.
Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it.

[06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
e. **Judicial activism**

[11]

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

[04]

Text Books

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001)
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004)

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015)
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986)
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973)
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987)
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992)
7. Lester Brown, Christofer Favin, Sandra Postel, Vision of a Sustainable World, The Worldwatch Reader, Ed Lester R. Brown New York (1991)
8. W.P. Pruden and S.H. Anderson, Environmental Sciences, Charles. E., Meredith Publication, NY, USA(1983)

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

BC 151 **Microeconomics** **3-0-0-3**

Course Objective

To acquaint the students with the concepts of microeconomics dealing with consumer behaviour and producer behaviour and also understand the behaviour of firms under different market structures.

Course Content

Consumer Behaviour and Elasticity of Demand: Basic demand and supply analysis; Elasticity of demand: price, income and cross elasticity, point elasticity and arc elasticity, marginal revenue, average revenue and price elasticity of demand; Ordinal utility analysis of consumer behaviour: Budget line and indifference curve, consumer equilibrium. Income consumption curve and Engel curve, Price consumption curve and derivation of demand curve, Income and Substitution Effects of a price change; Consumers' Surplus; Revealed Preference theory. [08]

Production and Cost: Total, average and marginal product curves, Three stages of production, Production isoquants, marginal rate of technical substitution, economic region of production, Isocost lines, optimal combination of resources, the expansion path, returns to scale; **Cost of Production** - Concept of explicit costs, implicit costs and opportunity costs of production, derivation of short run and long run cost curves. Economies and Diseconomies of scale and the shape to the long run average cost. Learning curve and economies of scope. [12]

Perfect Competition: Assumptions, Equilibrium of the firm and the industry in the short run, Supply curve of firm and industry in the long run. Consumers' and Producers' Surplus and the efficiency of perfect competition. Welfare effects of an excise tax. [06]

Imperfect Competition: Monopolistic competition - price and output decision in the short run and long run, monopolistic competition and economic efficiency.

Monopoly: Monopoly short run and long run equilibrium. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. Comparison of pure competition and monopoly and the social costs of monopoly power including deadweight loss. Degree of price discrimination.

Oligopoly and Interdependence: Cournot's duopoly model (with reaction curves), kinked demand curve model, dominant firm price-leadership model, centralized cartels. Prisoners' Dilemma. [13]

Text Books

1. Dwivedi, D. N., " *Principles of Economics*", Vikas Publishing House New Delhi.
2. Deepashree, "*Microeconomics-Theory & Applications"*, Mc Graw Hill, New Delhi.

References:

1. Salvatore, Dominick, "*Principles of Microeconomics"*, Oxford International Student Edition.
2. Gould, J.P., and Lazear, E.P., "*Microeconomic Theory"*, All India Traveller Bookseller, New Delhi.
3. Pindyck, R.S., D. L. Rubinfeld and Mehta, P. L., "*Microeconomics"*, Pearson Education.
4. Koutsoyiannis A., "*Modern micro-economics*", Macmillan New Delhi.
5. Stigler, G., "*The Theory of price*", Prentice Hall Of India, New Delhi.
6. Jhingan M.L., "*Micro Economic Theory*", Vrinda Publications Pvt. Ltd., Delhi.

Note: Latest edition of text book and references must be used.

FIRST YEAR
SPRING SEMESTER
(Semester – II)

BC 112 **Organisational Behaviour** **3-0-0-3**

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content

Introduction: Organisational Theories - Classical, Neo-classical and Contemporary. Organisational Behaviour: concepts, determinants, challenges and Formal and Informal structures; Flat and Tall structures. Opportunities of OB. Contributing disciplines of OB. Organizational Behaviour Models. **Individual Behaviour:** Personality- Type A and B, Big Five personality types, Factors influencing personality; **Values and Attitudes**- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes, measurement of attitude; **Learning** - Concept and Learning theories and reinforcement, Schedules of reinforcement; **Perception and Emotions**- Concept, Perceptual process, Importance, Factors influencing perception, perceptual errors and distortions, Emotional Intelligence. [15]

Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making. Nominal group technique and Delphi technique. Communication and Feedback, Models of Communication. Transactional Analysis, Johari Window. [05]

Motivation: Meaning and Importance of motivation, Theories- Vroom's Valence - Expectancy Theory, Intrinsic motivation by Ken Thomas .Behaviour modification, Motivation and organisational effectiveness, Measurement of motivation using standard questionnaire; **Leadership, Power and Conflict:** Concept and theories, Styles of leadership, Behavioural approach, Situational approach, Leadership effectiveness. Power and conflict. Bases of power, power tactics; Sources of conflict, Conflict Resolution Strategies. [11]

Dynamics of Organisational Behaviour: Organisational Culture and climate- Concept and determinants of organisational culture. Developing Organizational culture. Organisational change- Importance, Stability vs. Change, Proactive vs Reaction Change, Change Process, Managing Change. Individual and organisational factors to stress; Work Stressors, Consequences of stress on individual and organization; Prevention and Management of stress. [08]

Text Books

1. Stephen P. Robbins, Timothy A. Judge, and Vohra Neharika (2017), *"Organizational Behavior"*, 16th Edition, New Delhi, Pearson Education.
2. John W. Slocum and Don Hellriegel (2007), Fundamentals of Organizational Behavior", 1st Edition, New Delhi, Thomson.

References:

1. Fred Luthans (2013), *"Organizational Behavior-An Evidence-Based Approach"*, 12th Edition, New Delhi, McGraw Hill.
2. Margie Parikh and Rajen Gupta (2010), *"Organizational Behavior", 1st Edition*, New Delhi, McGraw Hill.
3. Udai Pareek and Sushama Khanna (2011), "*Understanding Organizational Behavior"*, 3rd Edition, New Delhi, Oxford University Press.

Note: Latest edition of text book and references must be used.

BC 122 **Corporate Laws** **3-0-0-3**

Course Objective

To impart basic knowledge of the provisions of the Companies Act 2013 and the Depositories Act, 1996. Case studies involving issues in corporate laws are required to be discussed.

Course Content

Introduction: Administration of Company Law [including National Company Law Tribunal (NCLT), Appellate Tribunal (NCLAT), Special Courts; characteristics of a company; common seal; lifting of corporate veil; types of companies including private and public company, government company, foreign company, one person company, small company, associate company, dormant company, producer company; association not for profit; illegal association; formation of company, promoters and their legal position, pre incorporation contract and provisional contracts; on-line registration of a company. [10]

Documents: Memorandum of association and its alteration, articles of association and its alteration, doctrine of constructive notice and indoor management, prospectus, shelf prospectus and red herring prospectus, misstatement in a prospectus; GDR; book building; issue, allotment and forfeiture of shares, calls on shares; public offer and private placement; issue of sweat capital; employee stock options; issue of bonus shares; transmission of shares, buyback and provisions regarding buyback; share certificate; D-Mat system; membership of a company. [10]

Management and Meetings: Classification of directors, additional, alternate and adhoc director; women directors, independent director, small shareholders' director; director identity number (DIN); appointment, who can appoint a director, disqualifications, removal of directors; legal position, powers and duties; key managerial personnel, managing director, manager; meetings of shareholders and board; types of meeting, convening and conduct of meetings, requisites of a valid meeting; postal ballot, meeting through video conferencing, e-voting; committees of board of directors – audit committee, nomination and remuneration committee, stakeholders relationship committee, corporate social responsibility committee; prohibition of insider trading. [12]

Dividends, Accounts, Audit: Provisions relating to payment of dividend, provisions relating to books of account, provisions relating to audit, auditors' appointment, rotation of auditors, auditors' report, secretarial standards and secretarial audit; on-line filing of documents, winding up - concept and modes of winding up.

The Depositories Act 1996: Definitions; rights and obligations of depositories; participants, issuers and beneficial owners; inquiry and inspections, penalties. [07]

Text Books

1. Majumdar, A.K., and G.K. Kapoor, "*Company Law and Practice*", Taxmann, New Delhi.
2. *Companies Act and Corporate Laws*, Bharat Law House Pvt Ltd, New Delhi.

References:

1. Gowar, LCB, *Principles of Modern Company Law*, Stevens & Sons, London.
2. Ramaiya, *A Guide to Companies Act*, LexisNexis Buttersworth wadhwa.
3. Hanningan, Brenda, *Company Law*, Oxford University Press, U.K.
4. The Depositories Act, 1996.

Note: Latest edition of text book and references must be used.

BC 132 **Advanced Financial Accounting** **3-0-0-3**

Course Objective

To acquire conceptual and practical knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Accounting for Hire Purchase and Installment System: Calculation of interest ,partial and full repossession, Hire purchase trading (total cash price basis), stock and debtors system; Concepts of Lease - Operating and Financial lease (theory only). **Accounting for Branches:** Concept of dependent branches; accounting aspects; debtors system, stock and debtors system, branch final accounts system and whole sale basis system, Independent branches; Concept-accounting treatment: important adjustment entries and preparation of consolidated profit and loss account and balance sheet. [15]

Accounting for Dissolution of the Partnership Firm: Accounting of Dissolution of the Partnership Firm including Insolvency of partners, sale to a limited company and piecemeal distribution. [05]

Departmental Accounts: Meaning and purpose, allocation of expenses, inter-departmental transfers. [08]

Royalty: Meaning and features**,** Types- Mining, Patent & Copyright**,** Minimum or dead rent, Short-workings and Excess-workings, Royalties receivable and Sublease. **Financial Statements for Not-for-Profit Organisations** [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 142 **Advanced Business Statistics** **3-0-0-3**

Course Objective

To equip the students with statistical techniques applicable to the solutions of business problems. The emphasis will be on applications of concepts and tools to various business related problems and gain understanding of statistical techniques.

Course Content

Time Series Analysis: Time Series Data; Components of time series. Additive and multiplicative models; Trend analysis. Fitting of trend line using principle of least squares – linear, second degree parabola and exponential. Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa; Moving averages; Seasonal variations- Calculation of Seasonal Indices using Simple averages, Ratio-to- trend, and Ratio-to-moving averages methods. **Permutations and Combinations:** Meaning and applications. [12]

Probability: Theory of Probability. Approaches to the calculation of probability, Calculation of event probabilities. Addition and multiplication laws of probability (Proof not required), Conditional probability and Bayes' Theorem (Proof not required), Mathematical Expectation and variance of a random variable. [08]

Probability distributions:

(a) Binomial distribution: Probability distribution function, Constants, Shape, Fitting of binomial distribution

(b) Poisson distribution: Probability function, (including Poisson approximation to binomial distribution), Constants, Fitting of Poisson distribution

(c) Normal distribution: Probability distribution function, Properties of normal curve, Calculation of probabilities. [11]

Sampling Concepts, Sampling Distributions and Estimation: Population and samples, Parameters and Statistics, Sampling and non sampling error, Sampling methods including Simple Random sampling, Stratified sampling, Systematic sampling, Judgement sampling and Convenience sampling, Interval Estimation. [08]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hilln New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods",* Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business"*, Cengage Learning.

Note: Latest edition of text book and references must be used.

BC 152 **Business Communication** **3-0-0-3**

Course Objective

To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Course Content

Introduction: Nature, Process and Importance of Communication, Types of Communication (verbal & Non Verbal), Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers. **Non-Verbal Aspects of Communication:** Body language, Kinesics, Proxemics, Para language [10]

Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter -office Memo, Notices, Agenda, Minutes, Job application letter, preparing the resume. **Effective Listening:** Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars [10]

Report Writing: Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports. [08]

Business language and presentation: Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English. Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids. **Technology and Business Communication:** Role, effects and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e-communication. [11]

Text Books

1. Kaul, "*Business Communication*", Prentice Hall, New Delhi.
2. Gupta, C.B., "*Business Communication*", Sulthan Chand & Sons, New Delhi.

References:

1. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Bovee, and Thill, *Business Communication Today*, Pearson Education
3. Shirley, Taylor, *Communication for Business*, Pearson Education
4. Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH
5. Sharma, R.C., and Krishna Mohan, "*Business Correspondence and Report Writing*", Tata McGraw-Hill Publishing Company Limited, New Delhi.

Note: Latest edition of text book and references must be used.

BC 162 **Macroeconomics** **3-0-0-3**

Course Objective

To provide the student with knowledge of basic concepts of the macro economics and modern tools of macro-economic analysis. Macroeconomics is concerned with the vital economic issues that determine your own economic well-being as well as that of whole family and everyone you know. Macroeconomics is the study of the major economic totals, or aggregates.

Course Content

Introduction: Concept and Variables of macroeconomics, Income, Expenditure and The Circular flow, Components of expenditure. Consumption, Saving and Investment and S-I approach, Multiplier (two sector) and Numerical. Static macro economic analysis short and the long run – Determination of supply, Determination of demand, and Conditions of equilibrium.
Meaning, Objective and Instruments of fiscal and monetary policy, AD-AS approach; Determination of aggregate demand, Shifts in aggregate demand, Aggregate supply in the short and long run, and Aggregate demand- Aggregate supply analysis. Economy in the short run IS–LM framework. [12]

Inflation - Causes and Effect of rising and falling inflation, Demand pull and Cost push inflation and Measures to control inflation, Inflation and interest rates, Social costs of inflation. **Unemployment** – Natural rate of unemployment, Frictional and wait unemployment. Labour market and its interaction with production system. Phillips curve, Trade-off between inflation and unemployment, Sacrifice ratio, Role of expectations adaptive and rational. [08]

Open economy – Flows of goods and capital, Saving and Investment in a small and a large open economy, Exchange rates; Fixed and Flexible, **Mundell** – Fleming model with fixed and flexible prices in a Small Open economy with fixed and with flexible exchange rates, Interest rate differentials case of a Large economy. Balance of payments, Trade balance, Current and Capital Account, Autonomous and accommodating transactions and Measures to control disequilibrium on BOP. [11]

Behavioral Foundations- Investment – Determinants of business fixed investment, Effect of tax, Determinants of residential investment and Inventory investment. **Demand for Money** – Portfolio and transactions theories of demand for Real balances, Interest and Income Elasticities of demand for real balances. Supply of money. [08]

Text Books

1. Dwivedi, D. N., " *Macroeconomics - Theory & Practice*", Tata McGraw Hill, New Delhi.
2. Ahuja, H.L., "*Business Economics*", S.Chand & Company, New Delhi.

References:

1. Dornbusch, Rudiger, and Stanley Fischer,"*Macroeconomics"*, McGraw-Hill.
2. Mankiw, N. Gregory, "*Macroeconomics",* Macmillan Worth Publishers New York, Hampshire,U.K.
3. Salvatore, Dominick. "*International Economics",* John Wiley & Sons Singapore.
4. Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
5. Olivier Blanchard, "Macroeconomics", Pearson Education, Inc.
6. Neils & Parker, "*The Essence of Business Economics*",Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

SECOND YEAR
AUTUMN SEMESTER
(Semester – III)

BC 211 **Income Tax Laws** **4-0-0-4**

Course Objective

To provide basic knowledge and equip students with application of principles and provisions of Income-Tax Act, 1961.

Course Content

Basic concept: Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, Maximum marginal rate of tax, Permanent Account Number (PAN), Residential status; Scope of total income on the basis of residential status, Exempted income under section 10. [05]

Computation of income under different heads
- Salaries
- Income from House Property
- Profit and gains of business or profession
- Capital Gains [21]

Computation of income under different heads - Income from other sources

Total income and tax computation
- Deemed Incomes
- Aggregation of Income and set-off and carry forward of losses
- Deduction from Gross total income
- Rebates and reliefs
- Computation of Total Income of individuals, Hindu Undivided Family and Firms
- Tax Liability of an Individual, Hindu Undivided Family and Firms [21]

Preparation of return of income:
- Manually
- On-line filing of Returns of Income & TDS
- Provision & Procedures of Compulsory On-Line filing of returns for specified assesses [05]

There shall be a practical examination of 10 Marks on E-filling of Income Tax Returns using a software utility tool. The student is required to fill appropriate Form and generate the XML file.

Text Books

1. Ahuja, Girish and Gupta Ravi., "*Systematic Approach to Income Tax",* Bharat Law House, Delhi.
2. Singhania, Vinod K. and Monica Singhania., "*Students' Guide to Income Tax", University Edition*. Taxmann Publications Pvt. Ltd., New Delhi.

References:

1. Pagare, Dinkar., "*Law and Practice of Income Tax*", Sultan Chand and Sons, New Delhi.
2. Prasad Bhagwati, "*Income Tax Law and Practice*", Willey Publications, New Delhi.
3. Mehrotra H.C., "*Income Tax Law and Accounts*", Sahitya Bhawan, Agra.
4. Chandra Mahesh and Shukla D.C., "*Income Tax Law and Practice*", Pragati Publications, New Delhi
5. Excel Utility available at *incometaxindiaefiling.gov.in*

Note: Latest edition of text book and references must be used.

BC 221 **Business Mathematics** **4-0-0-4**

Course Objective

To familiarize the students with the basic mathematical tools with emphasis on applications to business and economic situations.

Course Content

Matrices and Determinants: Algebra of matrices. Inverse of a matrix, Matrix Operation – Business Application; Solution of system of linear equations (having unique solution and involving not more than three variables) using matrix inversion Method and Cremer's Rule, The Leontief Input Output Model (Open Model Only). [10]

Calculus I: Mathematical functions and their types- linear, quadratic, polynomial, exponential, logarithmic and logistic function. Concepts of limit, and continuity of a function; Concept and rules of differentiation; Maxima and Minima involving second or higher order derivatives; Concept of Marginal Analysis, Concept of Elasticity, Applied Maximum and Minimum Problems including effect of Tax on Monopolist's Optimum price and quantity, Economic Order Quantity. [16]

Calculus II: Partial Differentiation. Partial derivatives up to second order. Homogeneity of functions and Euler's theorem. Total differentials. Differentiation of implicit functions with the help of total differentials; Maxima and Minima in cases of two variables involving not more than one constraint including the use of the Lagrangean multiplier. **Integration** - Standard forms. Methods of integration – by substitution, by parts and by use of partial fractions. Definite integration. Finding areas in simple cases; Application of Integration to marginal analysis. Consumer's and Producer's Surplus, Rate of Sales; the Learning Curve. [15]

Mathematics of Finance: Rates of interest-nominal, effective– and their inter-relationships in different compounding situations; Compounding and discounting of a sum using different types of rates; Types of annuities, like ordinary, due, deferred, continuous, perpetual, and their future and present values using different types of rates of interest. Depreciation of Assets. Valuation of simple loans and debentures. Sinking Fund. [11]

Text Books

1. Singh J. K., "*Business Mathematics*", Himalaya Publishing House.
2. Kapoor V.K., "*Business Mathematics*", Sultan Chand & Sons, Delhi.

References:

1. Anthony, M. and N. Biggs., "*Mathematics for Economics and Finance*", Cambridge University Press.
2. Ayres, Frank Jr., "*Theory and Problems of Mathematics of Finance*", Schaum's Outlines Series. McGraw Hill Publishing Co.
3. Budnick, P., "*Applied Mathematics",* McGraw Hill Publishing Co.
4. Dowling, E.T., "*Mathematics for Economics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Wikes, F.M., "*Mathematics for Business, Finance and Economics*",Thomson Learning.

Note: Latest edition of text book and references must be used.

BC 231 **Human Resource Management** **3-0-0-3**

Course Objective

To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Content

Human Resource Management: Concept and functions; Role, status and competencies of HR manager; HR policies; Evolution of HRM; Emerging challenges of human resource management - Workforce diversity, empowerment, downsizing, VRS, work life balance. **Acquisition of Human Resource:** Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment – concept and sources; Selection – concept and process; Test and interview; Placement, induction and socialization; Retention. [12]

Training and Development: Concept and importance; Role specific and competency based training; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing. [08]

Performance Appraisal and Compensation Management: Performance appraisal- Nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counselling; Job changes - Transfers and promotions, Human resource audit; **Compensation** - Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Job evaluation. [10]

Maintenance of employees and Emerging Horizons of HRM: Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations- An overview; Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; e-HRM; Human Resource Information System and e-HRM; Impact of HRM practices on organisational performance; HR audit, Contemporary issues in human resource management. [09]

Text Books

1. Aswathappa, K., "*Human Resource Management",* Tata McGraw-Hill, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management"*, Wiley, India.

References:

1. Pande Sharon and Basak Swapnalekha (2012), "*Human Resource Management-Text and Cases*", 1st Edition, New Delhi, Pearson Education.
2. Mondy, A. W. and Noe, R. M., "*Human Resource Management"*, Pearson Education.
3. Rao, V. S. P., "*Human Resource Management: Text and Cases"*, Excel Books.

Note: Latest edition of text book and references must be used.

BC 241 **Cost Accounting** **3-0-0-3**

Course Objective

To acquaint the students with basic concepts used in cost accounting and various methods involved in cost ascertainment systems, and use of costing data for planning , control and decision making.

Course Content

Introduction: Meaning, objectives and advantages of cost accounting, Difference between financial, cost, and management accounting and. Cost concepts and classifications, Installation of a costing system. Role of a cost accountant in an organization. [04]

Elements of Cost:

a. Materials: Material/inventory control- concept and techniques, Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues – FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard, Treatment of Material Losses.

b. Labour: Accounting and Control of labour cost, time keeping and time booking, concept and treatment of idle time, over time, labour turnover and fringe benefits.

c. Overhead: Classification, allocation, apportionment and absorption of overhead. Under- and over-absorption. Capacity costs. Treatments of certain items in costing, like interest on capital, packing expenses, debts, research and development expenses, Activity – Based Costing. [16]

Methods of Costing: Unit costing, Job costing. Contract Costing. Process costing (process losses and gains, valuation of work in progress, joint and by-products) Service costing. Accounting Systems: Integral and non-integral systems, Reconciliation of cost and financial accounts. [14]

Budgeting and budgetary control: Concept of budget and budgetary control, objectives, merits, and limitations, Budgeting process, Functional budgets, Cash budget, Fixed and flexible budgets, Zero base budget, Programme and performance budgets. [05]

Text Books

1. Lal, Jawahar and Srivastava s. , "*Cost Accounting*", McGraw Hill Publishing Co., New Delhi.
2. Arora, M.N., "*Cost Accounting – Principles and Practice",* Vikas Publishing House, New Delhi.

References:

1. Horngreen, Charles T., George Foster and Srikant M. Dattar, "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
2. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
3. Nigam, B.M. Lall and I.C. Jain., "*Cost Accounting: Principles and Practice*", Prentice Hall of India, New Delhi.
4. Bhattacharya, "*Principles & Practice of Cost Accounting*", Prentice Hall of India, Delhi
5. Tulsian, P.C., "*Practical Costing*", Vikas Publishing House, New Delhi

Note: Latest edition of text book and references must be used.

Foreign Language – I **3-0-0-3**

Offered by College of Arts, Science and Humanities

Mody University Elective **3-0-0-3**

Offered by different Colleges of University

BC 251 **Principles of Insurance** **3-0-0-3**

Course Objective

To develop an understanding among students about identifying analyzing and managing various position to understand principles of insurance and its usefulness in business, along with its regulatory framework.

Course Content

Introduction: Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Disaster Risk Management, Risk Retention and Transfer. **Concept** of Insurance, Need for Insurance, Globalization of Insurance Sector, Reinsurance, Co-insurance, Assignment. Endowment [08]

Nature of Insurance Contract, Principle of Utmost Good Faith, Insurable Interest, proximit cause, contribution and subrogation, Indemnity, Legal Aspects of Insurance Contract, Types of Insurance, Life Insurance Act 1956, Basic elements of life Insurance, Life insurance companies in India, types of Insurance policies, important plans of life Insurance, Issue of life Insurance, calculation of premium, settlement of claims, maturity claims by death. [12]

General Insurance: Fire and Motor Insurance, Health Insurance, Marine Insurance, Automobile Insurance. [10]

Legal Framework: Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Computation of Insurance Premium.
Regulatory Framework of Insurance: Role, Power and Functions of IRDA, Composition of IRDA, IRDA Act'1999. [09]

Text Books

1. Mishra, M. N., *Principles and Practices of Insurance*, S. Chand and Sons.
2. Crane, F., *Insurance Principles and Practices*, John Wiley and Sons, New York.

References:

1. Dinsdale, W.A., *Elements of Insurance*, Pitaman.
2. Black, K. and H.D. Skipper, *Life and Health insurance*, Pearson Education
3. Gupta. P.K, *Insurance and Risk Management*, Himalaya Publishing House.
4. Vaughan, E. J. and T. Vaughan, *Fundamentals of Risk and Insurance*, Wiley & Sons
5. Hansell, D.S., *Elements of Insurance*, Macdonald& Evans Ltd.
6. All the three modules of Insurance and Risk Management by Institute of Chartered Accountants of India
7. George, E. Rejda, *Principles of Risk Management and Insurance*, Pearson Education.
8. Dorfman, Marks S., *Introduction to Risk Management and Insurance*, Pearson

Note: Latest edition of text book and references must be used.

BC 21.281 **Design Thinking** **3-0-0-3**

Course Objective

This course looks at how individuals and organizations use creativity and design thinking skills to identify and choose opportunities that enable innovation. Creative problem solving skills are developed and enhanced through a range of real world activities. An overview of design thinking tools is provided to help students understand design thinking as a problem solving approach. Ideas developed through these processes are then applied to a customer discovery approach to understand their value in the market place.

Course Content

Design thinking for innovation: Introduction to Design Thinking and its role in creativity and innovation; **Empathy: The Foundation of Human Centered Design:** How do we learn what people want?; How we ensure learning fits people's needs; The role of empathy in the design thinking process and the tools we can use [10]

Making Sense of The Data: Synthesizing the Data; Persona mapping; **The design sprint** - Principles of a design sprint and how to make it happen [12]

Moving from ideas to impact: Bring the ideas presented in this course together and show how organizations can create impact from ideas [06]

Prototype & Test - Bringing ideas to life; **Making the pitch** - Using Storytelling to make the case for design thinking [11]

Text Books

1. Jeanne Liedtka and Tim Ogilvie; "*Designing for Growth: A Design Thinking Tool Kit for Managers*", (New York: Columbia University Press, 2011) (referred to below as Designing for Growth).

Note: Latest edition of text book and references must be used.

SECOND YEAR
SPRING SEMESTER
(Semester – IV)

BC 212 **Indirect Tax Laws** **3-0-0-3**

Course Objective

To acquire the ability to analyze and interpret the provisions of goods and services tax law and recommend solutions to practical problems. To develop an understanding of the customs laws and acquire the ability to analyze and interpret the provisions of such laws.

Course Content

Constitutional aspects - Levy and collection of CGST and IGST - Application of CGST/IGST law; Concept of supply including composite and mixed supplies, inter-State supply, intra-State supply, supplies in territorial waters; Charge of tax; Exemption from tax; Composition levy, Place of supply, Time and Value of supply, Input tax credit, Computation of GST liability [10]

Procedures under GST - All procedures including registration, tax invoice, credit and debit notes, electronic way bill, accounts and records, returns, payment of tax including reverse charge, refund, job work, Provisions relating to electronic commerce, Liability to pay in certain cases, Administration of GST; Assessment and Audit, Inspection, Search, Seizure and Arrest, Demand and Recovery, Offences and Penalties, Advance Ruling, Appeals and Revision, Other provisions [10]

Customs Law as contained in the Customs Act, 1962 and the Customs Tariff Act, 1975- Introduction to customs law including Constitutional aspects, Levy of and exemptions from customs duties - All provisions including application of customs law, taxable event, charge of customs duty, exceptions to levy of customs duty, exemption from custom duty, Types of customs duties, Classification and valuation of imported and export goods, Officers of Customs; Appointment of customs ports, airports etc. [10]

Import and Export Procedures - All import and export procedures including special procedures relating to baggage, goods imported or exported by post, stores, Provisions relating to coastal goods and vessels carrying coastal goods, Warehousing, Drawback, Demand and Recovery; Refund, Provisions relating to prohibited goods, notified goods, specified goods, illegal importation/exportation of goods, Searches, seizure and arrest; Offences; Penalties; Confiscation and Prosecution, Appeals and Revision; Advance Rulings; Settlement Commission, Other provisions. [09]

Text Books

1. Patel & Chaudhary., *Indirect Tax Laws*, Chaudhary Prakashan, Jaipur
2. Singhania, V. K. and Monica Singhania, *Student Guide to Indirect Tax Laws*, Taxmann's New Delhi.

References:

1. Sisodia Pushpendra, *Indirect Tax Laws*, Bharat Law House.
2. Ahuja, G. & Ravi Gupta, "*Practical Approach to Direct and Indirect Taxes*", Bharat Law House.
3. Datey, V.S., "*Indirect Taxes Law and Practice*", Taxmann's New Delhi.
4. Sareen, V.K. and Sharma Ajay, "*Indirect Tax Laws*", Kalyani

Note: Latest edition of text book and references must be used.

BC 222 **Corporate Accounting** **4-0-0-4**

Course Objective

To help the students to acquire the conceptual knowledge of the corporate accounting and to understand the various techniques of preparing the accounting and financial statements.

Course Content

Accounting for Share Capital & Debentures: Issue, forfeiture and reissue of forfeited shares- concept & process of book building. Issue of rights and bonus shares. Buy back of shares. Redemption of preference shares. Issue and Redemption of Debentures. [12]

Final Accounts: Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration. Disposal of company profits. **Valuation of Goodwill and Valuation of Shares -** Concepts and calculation . [14]

Amalgamation of Companies: Concepts and accounting treatment as per Accounting Standard: 14 (ICAI) (excluding inter company holdings). Internal reconstruction: concepts and accounting treatment excluding scheme of reconstruction. **Accounts of Holding Companies/Parent Companies:** Preparation of consolidated balance sheet with one subsidiary company. Relevant provisions of Accounting Standard: 21 (ICAI). [13]

Liquidation of Companies: Types of liquidation, Preparation of Statement of Affairs and Deficiency Account (Surplus), Liquidator's Final Statement of Account, 'B' list of Contributories. **Banking Companies:** Difference between balance sheet of banking and non banking company; prudential norms. Asset structure of a commercial bank. Non-performing assets (NPA). [13]

Text Books

1. Sehgal & Sehgal, "Advanced Accountancy – I&II", Taxmann publications, Delhi
2. Maheshwari, S.N. and Maheshwari, S. K., "*Corporate Accounting"*, Vikas Publishing House, New Delhi.

References:

1. Shukla, M.C., Grewal, T.S. and Gupta, S.C., "*Advanced Accounts"*. Vol.-II. S. Chand &Co., New Delhi.
2. Gupta R.L., Radhaswamy M, "Company Accounts", Sultan Chand and Sons, Delhi.
3. Maheshwari S.N., "Corporate Accounting", Vikas Publishing House, New Delhi.
4. Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi.
5. Rajasekaran, V. & Lalitha, R., *"Corporate Accounting",* Pearson, New Delhi.

Note: Latest edition of text book and references must be used.

BC 232 **Management Accounting** **3-0-0-3**

Course Objective

To provide the students knowledge about use of costing anf financial data for planning,control and decision making.

Course Content

Introduction: Meaning, Nature and Scope and functions of management accounting, Role of management accounting in decision making, Management accounting vs. Financial accounting, Tools and techniques of management accounting.Difference between cost accounting and management accounting, cost control, cost reduction, cost management. [08]

Standard costing and variance analysis: Meaning of standard cost and standard costing: advantages, limitations and applications, Variance analysis – material, labour, overhead and sales variances, Disposition of variances, Control ratios. [12]

Absorption versus variable costing: Distinctive features and income determination Cost-Volume-Profit Analysis: Break-even analysis-algebraic and graphic methods. Contribution / sales ratio, key factor. Margin of safety. Angle of incidence. Determination of cost indifference point. [10]

Decision making: Costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, exploring new market, make or buy, product mix, operate or shut down, seller process further. **Responsibility Accounting:** Concept, Significance, Different Responsibility Centers, Divisional Performance Measurement – Financial Measures. [09]

Text Books

1. Khan, M.Y. and P.K. Jain., "*Management Accounting*", Tata McGraw Hill, Publishing
2. Lal, Jawahar., "*Advanced Management Accounting- Text and Cases*", S. Chand & Co., New Delhi.

References:

1. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
2. Horngreen, Charles T., George Foster and Srikant M. Dattar., "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
3. Kalpan R.S. and Atkinson A.A., "*Advanced Management Accounting*", Prentice Hall India.
4. Anthony, Robert & Reece, et al, "*Principles of Management Accounting*", Richard Irwin Inc.
5. Pandey I.M., "*Financial Management*", Vikas Publishing House, New Delhi.

Note: Latest edition of text book and references must be used.

BC 242 **Computer Application in Business** **3-0-0-3**

Course Objective

To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

Course Content

Introduction: Introduction to Computer-Characteristics of Computers, The Computer System, Parts of Computers); Computer H/W Setup, Configuration, Networking, Mobile H/W Device and types wireless Networking; Operating System- Introduction to Operating Systems, An overview of various Computer & Mobile OS & Application (UNIX / Linux, DOS, Windows, Android, windows mobile, iOS Like), Features of latest Windows Operating Systems & its Management & Networking (Installation, backup, security, User control), Usage of payment gateways. [08]

Introduction to essential tools: Introduction to facilities & commonly used features of:

a) **Word:** Working with word document, Inserting, filling and formatting a table, Mail Merge including linking with Access Database, Creating Macros -Sending E-mail from Word Import / Export of files Converting Word Document to Web Document, PDF files Hyperlinks; OLE Security features in MS-Word - Protection of Documents - Password for Documents - Checking for viruses in macros, referencing, creating bibliography, manage sources and citations, review documents.

b) **PowerPoint:** Preparing Presentations,Slides,Handouts,Speaker's Notes - Outlines - Media Clips - Charts – Graphs, Adding the Transitions to the Slide Show - Special effects in detail, - Setting Slide timings.

c) **Excel:** Creating a work book, Rearranging Worksheet, Organizing Charts and graphs, Ranges and Functions & Formulae: Mathematical, Statistical Financial Functions such as NPV (Net present value), Future value, IRR (Internal Rate of Return), EMI (Equated Monthly Installments, Compounding Yearly, periodic and monthly) - Auto Calculate Using Names in a Formula, Formula Editing, Macros, Consolidation of Data & Data Analysis - Sorting List, Filter & More Filtering Techniques - Consolidate data in multiple worksheets - What-if analysis, Goal Seek Scenario Manager, Solver, Lookup Function - Sub Totals, Nested-IF, Statistical Analysis; Data Validation & Protection - Create a drop-down list from a range of cells - Apply data validation to cells - Copy data validation setting, remove data validation - Find cell that have data validation, protect cell data, using password to protect sheet and workbook. - Use validation to create dependent list; Pivot table Reports & Pivot Chart Reports. [12]

Using MS Excel for Data Analysis & Reporting Features:

Using spreadsheet for following purposes and making reports:

- Loan & Lease statement
- Ratio Analysis.
- Payroll statements
- Capital Budgeting
- Depreciation Accounting
- Graphical representation of data
- Frequency distribution and its statistical parameters
- Correlation and Regression [10]

RDBMS Concepts & Access: RDBMS Concepts, Terminology, Models - RDBMS, Data Modelling using ERD, DB Design using Normalization; Access Creating Databases & Tables – An Introduction; Event Handling & Report Generation; Using Macros; Using

Queries through Case Study.

Structured Query Language (SQL): Introduction to Data Definition Language Statements & Data Manipulation Language Statements (Creating Tables, Selecting Data, Inserting Data, Updating Records, Dropping a Table, Querying Database, Aggregating Data, Grouping, Ordering Data, Joining Tables etc.) & Case Studies.

CAAT Tools: Capabilities & Importing Data from Accounting & other Application Systems - An Introduction; Analytical Reports, Duplicates/ Gaps. Sorting & Charting; Stratification, Summarization, Statistics & Aging - An Introduction; Sampling, Macros and Audit Trail. [09]

Text Books

1. Rajaraman, V., *Introduction to Information Technology*, PHI.
2. Hall, J.A., "*Accounting Information System"*, South-Western College Publishing.

References:

1. Boockholdt, J.L., "*Accounting Information System: Transaction Processing and Control"*, Irwin Mcraw-Hill.
2. Gelinas, Ulric J., and Steve G. Sutton, *Accounting Information System*, South Western Thomson Learning.

Note: Latest edition of text book and references must be used.

BC 21.272 **Business Research** **3-0-0-3**

Course Objective

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business research.

Course Content

Nature and Scope of Business Research: Role of Business Research in decision making. Applications of Business Research. The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Business Research problem.	[10]
Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)	[07]
Primary Data Collection: Survey Vs. Observations. Comparison of selfadministered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniquespaired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.	[12]
Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, One way ANOVA. Introduction to theoretical concept of Factor Analysis and Discriminant Analysis.	[10]

Text Books

1. Cooper & Schindler, "*Business Research Methods*", McGraw-Hill Education
2. Aaker, Kumar, Day, " *Marketing Research*", Wiley

References:

1. Zikmund, Babin& Carr, "*Business Research Methods"*, South-Western.
2. Churchill, "*Marketing Research: Methodological Foundations*", Cengage Learning
3. NareshMalhotra, "*Marketing Research*", Pearson
4. Deepak chawla and Neena Sondhi, "*Research Methodology"*

Note: Latest edition of text book and references must be used.

Foreign Language – II 3-0-0-3

Offered by College of Arts, Science and Humanities

Mody University Elective 3-0-0-3

Offered by different Colleges of University

BC 252 **Investing in Stock Markets** **3-0-0-3**

Course Objective

This paper intends to provide basic skills to operate in stock market and the ways of investing in it. It will enable the student to take up investment in stock market independently.

Course Content

Investing Fundamentals: Types of Investment – Equity Shares, IPO/ FPO,Bonds. Indian Securities Market: the market participants, trading of securities, security market indices. Sources of financial information. Role of Stock Exchange, Stock exchanges in India: BSE, NSE, MCX. Buying and selling of stocks: using brokerage and analysts' recommendations. Use of limit order and market order. [08]

Stock Analysis and Valuation: Online trading of stocks. Understanding stock quotations, types and placing of order. Risk: its valuation and mitigation, Analysis of the company: financial characteristics (as explained by ratio analysis, future prospects of the company, assessing quality of management using financial and non-financial data, balance sheet and quarterly results, cash flows and capital structure). Comparative analysis of companies, Stock valuations: using ratios like PE ratio, PEG ratio, Price Revenue ratio. Use of Historic prices, simple moving average, basic and advanced interactive charts. Examining the shareholding patter of the company. Pitfalls to avoid while investing: high P/E stocks, low price stocks, stop loss, excess averaging. [12]

Investing in Mutual Funds: Background on Mutual Funds: Advantages of investing in Mutual funds. Motives of mutual fund investments, Net Asset Value, Types of Mutual funds: Open ended, close ended, equity, debt, hybrid, money market, Load vs. no load funds, Factors affecting choice of mutual funds. CRISIL Mutual Fund Ranking and its Usage. [11]

Understanding Derivatives: Futures, Options, trading in futures and options. Understanding stock market quotes on futures and options. Types of orders, Put and Call options: How Put and Call options work. Commodities, Derivatives of commodities, trading of commodity derivatives on MCX, Currency derivatives and its trading. [08]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management*", Tata McGraw Hill.
2. Pandiyan, Punithavathy, "*Security Analysis and Portfolio Management*", Vikas Publications

References:

1. Gitman and Joehnk, "*Fundamentals of Investing*", Pearson.
2. Madura, Jeff, "*Personal Finance*", Pearson.
3. Damodaran, Aswath, "*Investment Valuation: Tool and Techniques for Determining the Value of Any Asset*", Wiley Finance.
4. Bodie, Alex, Marcus and Mohanty, "*Investments*", McGraw Hill Publishing Co.
5. Hirt and Block, "*Fundamentals of Investment Management*", McGraw Hill Publishing Co.
6. www.moneycontrol.com
7. www.yahoofinance.com

Note: Latest edition of text book and references must be used.

THIRD YEAR
AUTUMN SEMESTER
(Semester – V)

BC 311 **Principles of Marketing** **3-0-0-3**

Course Objective

This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

Course Content

Introduction: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix [08]

Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning; [12]

Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging &Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing). [10]

Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps. [09]

Text Books

1. Kumar, Arun & N. Meenakshi, *"Marketing Management"*, Vikas Publishing House.
2. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, *"Marketing Management: A South Asian Perspective"*, Pearson Education.

References:

1. Palmer, Adrian, *"Introduction to Marketing"*, Oxford University Press, UK
2. McCarthy, E. Jerome., and William D. Perreault, *"Basic Marketing"*, Richard D. Irwin.
3. Majaro, Simon, *"The Essence of Marketing"*, Prentice Hall, New Delhi.
4. Ramaswamy & Namakumari; *"Marketing Management"*, Mc Millan, New Delhi.

Note: Latest edition of text book and references must be used.

BC 321 **Financial Management** **3-0-0-3**

Course Objective

To familiarize the students with the principles and practices of financial management.

Course Content

Introduction: Nature, scope and objectives of financial management, Agency problem, Time value of money, Risk and return- Concept and Calculation (including Capital Asset Pricing Model). [07]

Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital. Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and Financial leverage. Determinants of capital structure. **Dividend Decision:** Theories for Relevance and irrelevance of dividend decision for corporate valuation- Walter's Model, Gordon's Model, MM Theory, Cash and stock dividends. Dividend policies in practice and Determinants of Dividend. [13]

Capital Budgeting: The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk-Certainty Equivalent Approach and Risk-Adjusted Discount Rate. [10]

Working Capital Decisions: Concepts of Working Capital, Operating & Cash Cycles, Risk-return trade off, sources of short term finance, working capital estimation, cash management, receivables management, inventory management. [09]

Text Books

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems*, Tata McGraw Hill
2. Pandey, I M. *Financial Management*, Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, *"Fundamentals of Financial Management"*, Pearson Education
2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, *"Corporate Finance"*, Tata McGraw Hill
3. Srivastava, Rajiv, and Anil Mishra, *"Financial Management"*, Oxford University Press, UK
4. Sharma, G.L., and Y.P. Singh., *"Contemporary issues in Finance and Taxation"*, Academic Foundation Delhi
5. Chandra, P., *"Financial Management-Theory and Practice"*, Tata McGraw Hill

Note: Latest edition of text book and references must be used.

BC 331 **Industrial Laws** **3-0-0-3**

Course Objective

To familiarize the commerce students with the understanding and provisions of laws related employees' compensation as the accounts and finance department of the industry need to calculate wage and salary of the employees.

Course Content

The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the Act – Employees' Provident Fund Scheme; Employees' Pension Scheme, 1995; Employees' Deposit linked Insurance Scheme. **Employees State Insurance Act, 1948:** Objects and Applicability of the Scheme; Definitions: Personal Injury, Factory, Manufacturing Process, Wages, Partial and Permanent Disablement; ESI Corporation, Standing Committee and Medical Benefit Council; Contributions; Adjudication of Dispute and Claims, Benefits. [12]

Payment of Wages Act, 1936: Definitions – Employed Person, Employer, Factory, Industrial or other Establishment, Wages; Responsibility for Payment of Wages; Fixation of Wage Period; Time of Payment of Wages; Mode of Payment; Deductions from Wages and Fines. [08]

The Payment of Bonus Act, 1965: Definitions – Accounting year, allocable surplus, available surplus, employee, employer, establishments, salary or wage; determination of bonus, calculation of bonus, eligibility for bonus, disqualifications for bonus, payment of minimum and maximum bonus, set on and set off of allocable surplus, deductions of certain amounts from bonus payable, time limit for payment of bonus. [08]

Payment of Gratuity Act, 1972: Applicability and non- applicability of the Act; Definitions-employee, employer, continuous service; payment of gratuity; forfeiture of gratuity; employer's duty to determine and pay gratuity; recovery of gratuity; penalties. **Employee's Compensation Act, 1923:** Definitions: dependent, employer, partial and total disablement, workmen, injury, accident; employer's liability for compensation; amount of compensation; contracting; commissioner; case laws. [11]

Text Books

1. Piyali Ghosh and Shefali Nandan (2015), *"Industrial Relations and Labour Laws"*, 1st Edition, New Delhi, TATA McGraw Hill.
2. Sarma A.M (2015, *"Industrial Relations and Labour Laws"*, 2nd Edition, Mumbai, Himalaya Publishing House, Mumbai.

References:

1. Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj (2012), *"Industrial Relations and Labour Laws"*, 2nd Edition, New Delhi, TATA McGraw Hill.
2. Padhi P.K. (2013), *"Labour and Industrial Laws"*, 2nd Edition, New Delhi, PHI
3. Srivastava, S.C., "*Industrial Relations & Labour Laws"*, Vikas Publishing House (P) Ltd.

Note: Latest edition of text book and references must be used.

BC 341 **Financial Markets, Institutions and Services** **3-0-0-3**

Course Objective

To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Content

An Introduction to Financial System and its Components: Financial markets and institutions. Financial intermediation. Flow of funds matrix. Financial system and economic development. An overview of Indian financial system. [08]

Financial Markets: Money market-functions, organization and instruments. Role of central bank in money market; Indian money market-An overview. **Capital Markets-** functions, organization and instruments. Indian debt market; Indian equity market-primary and secondary markets; Role of stock exchanges in India. [12]

Financial Institutions: Depository and non-depository institutions, Commercial banking-introduction, its role in project finance and working capital finance. Development Financial Institutions (DFIs)-An overview and role in Indian economy. Life and non-life insurance companies in India; Mutual Funds- Introduction and their role in capital market development. Non-banking financial companies (NBFCs). [08]

Overview of Financial Services Industry: Fund based and fee based financial services, Merchant banking-pre and post issue management, underwriting. Regulatory framework relating to merchant banking in India. **Leasing and hire-purchase:** Consumer and housing finance; Venture capital finance; Factoring services, bank guarantees and letter of credit; Credit rating; Financial Counseling and Portfolio management Services. [11]

Text Books

1. Bhole, L.M., "*Financial Markets and Institution",* Tata McGraw Hill Publishing Company
2. Khan, M.Y., "*Indian Financial System-Theory and Practice"*. New Delhi: Vikas Publishing House

References:

1. Sharma, G.L., and Y.P. Singh eds., "*Contemporary Issues in Finance and Taxation",* Academic Foundation, Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Saunders Anthony, "Financial Institutions Management: A Modern Perspective", Irwin Publication, McGraw Hill Co., New York.
4. Srivastava, R.M., "*Management of India Financial Institutions*", Himalaya Publishing House, Mumbai
5. Annual Reports of Major Financial Institutions in India.

Note: Latest edition of text book and references must be used.

BC 351 **Operation Research** **4-0-0-4**

Course Objective

To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Content

Introduction: Meaning, Scope, Origin, Uses, Limitations and Techniques. **Linear Programming:** Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method and Simplex method [11]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. **Assignment Model:** Assignment problem as a variant of transportation problem, Methods of solving assignment problems. **Game Theory:** Game models, Two player zero sum game, payoff matrix, pure and mixed strategy, Method of Saddle point for pure strategy, Algebraic method for mixed strategy with 2 x 2 Pay-off; Dominance method, Graphical Techniques. [15]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. **Decision Making:** Decision making under Risk and Uncertainty, Pay-off table, Decision rules, Decision Tree. **Replacement Problems:** Types of Replacement situations, Group Replacement Policy. [12]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. **Simulation:** Process of simulation, Monte Carlo technique, Advantages and Disadvantages, Applications in queuing and Inventory problems. [14]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "Quantitative Techniques", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BC 361 **Entrepreneurship** **3-0-0-3**

Course Objective

The purpose of the paper is to understanding about entrepreneurship and creative thinking and behaviour for effectiveness at work and in life.

Course Content

Introduction: Meaning, elements, determinants and importance of entrepreneurship and creative behavior. Entrepreneurship and creative response to the society' problems and at work. Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship. **Women Entrepreneurship:** Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, [07]

Types of Business Entities: Entrepreneurship and Micro, Small and Medium Enterprises. Concept of business groups and role of business houses and family business in India. . The contemporary role models in Indian business: their values, business philosophy and behavioural orientations. Conflict in family business and its resolution. [13]

Entrepreneurial Sustainability: Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups. The concept, role and functions of business incubators, angel investors, venture capital and private equity fund. [07]

Business Plan preparation: Sources of business ideas and tests of feasibility. Significance of writing the business plan/ project proposal. Contents of business plan/ project proposal. Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered). Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions. **Small Business Management:** Mobilising resources for start-up. Accommodation and utilities. Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems [12]

Text Books

1. Desai, Vasant., " *Dynamics of Entrepreneurial Development and Management*", Himalaya Publishing House, Mumbai.
2. Gupta, C B. & Shrinivasan, N.P., "*Entrepreneurship Development in India*", Sultan Chand & Sons, New Delhi.

References:

1. Bhide, Amar V., "*The Origin and Evolution of New Businesses*", Oxford University Press, New York.
2. Kuratko and Rao, "*Entrepreneurship: A South Asian Perspective*", Cengage Learning.
3. Dollinger, Mare J., "*Entrepreneurship: Strategies and Resources*", Illinois, Irwin.
4. Holt, David H., "*Entrepreneurship: New Venture Creation*", Prentice-Hall of India, New Delhi.
5. Kao, John J., "*The Entrepreneurial Organization*", Englewoods Cliffs, Prentice-Hall, New Jersey.

Note: Latest edition of text book and references must be used.

THIRD YEAR
SPRING SEMESTER
(Semester – VI)

BC 312 **Auditing** **3-0-0-3**

Course Objective

To provide knowledge of auditing principles, procedures and techniques in accordance with current legal requirements and professional standards.

Course Content

Introduction: Meaning and Objectives of Auditing, Difference between book-keeping and accountancy, Auditing and Investigation, Relation of Auditor vis-à-vis Management, Types of Audit, Errors and Frauds, Standards of Auditing. **Internal Control System:** Meaning, Importance, Internal Control, Internal check, Internal Audit and Statutory Audit, Limitations of Internal Control System. [10]

Audit Planning and Documentation: Audit Programme, Audit Note Books, Working Papers and Evidences, Routine Checking and Test Checking. **Audit Procedure** — Vouching: Meaning, Procedure, Verification and Valuation of Assets and Liabilities, Problems in valuation of assets, Modes of valuation of assets, Auditors position as regards valuation of assets [10]

Company Auditor: Qualifications and disqualifications, Appointment, Rotation, Removal, Remuneration, Rights and Duties; Auditor's Report- Contents and Types, Liabilities of Statutory Auditors under the Companies Act 2013. **Special Audit and Auditor's Report:** Audit of Banking Companies, Educational Institutions and Insurance Companies, Contents, Standard and Qualified Report [12]

Special Areas of Audit: Cost audit, Tax audit and Management audit; Recent Trends in Auditing: Basic considerations of audit in EDP Environment; Relevant Auditing and Assurance Standards (AASs). [07]

Text Books

1. Gupta, Kamal and Ashok Arora, "*Fundamentals of Auditing"*, Tata Mc-Graw Hill Publishing Co. Ltd., New Delhi.
2. Pagare Dinkar, "*Principles and Practices of Auditing*", Sultan Chand, New Delhi.

References:

1. Tandon B.N., "*Principles of Auditing*", S. Chand & Co., New Delhi.
2. Ghatalia, S.V., "*Practical Auditing"*, Allied Publishers Private Ltd., New Delhi.
3. Kumar Arun and Sharma Rachna, "*Auditing Theory and Practice*", Atlantic Publishers and Distributors, New Delhi.
4. Institute of Chartered Accountants of India, "*Auditing and Assurance Standards"*, ICAI, New Delhi.
5. Relevant Publications of ICAI on "*Auditing"* (CARO).

Note: Latest edition of text book and references must be used.

BC 322 **Financial Analysis and Reporting** **3-0-0-3**

Course Objective

To understand, analyse and interpret the basic framework of financial reporting.

Course Content

Basis of Financial Reporting: Purpose of financial reporting, users of financial reports, conceptual framework for financial statements [07]

Understanding Financial Statements:
Structure of Financial Statements: Introduction, Statement of Financial Position (Balance Sheet), Statement of Earnings (Income Statement), and Statement of Cash Flows (Cash Flow Statement). **Additional disclosure statements:** Need for Additional Statements, Auditor's Report, Director's Report, Funds Flow Statement, Electronic Dissemination, and Corporate Governance. [13]

Components of Financial Statements: Inventories, Receivables, Assets (Fixed Tangible, Intangible), Leases, Revenue, Income-Tax, Retained Earnings.

Analysis & Interpretation of Financial Statements:
Ratio Analysis – Liquidity, Solvency, Activity & Profitability Analysis, Comparative & Common Size Analysis (Vertical & Horizontal Analysis), Financial Statement Variation by Type of Industry. **Expanded Analysis**: Financial Ratios used in Annual Reports, Management's use of Analysis, Graphing Financial Information [14]

Accounting Standards in India & IFRS: Basic Framework. [05]

Text Books

1. Tulsian, P. C. and Tulsian, B., "*Corporate Financial Reporting*", S. Chand, New Delhi.
2. Lal, Jawahar, "*Corporate Financial Reporting: Theory & Practice"*, Taxmann Applied Services, New Delhi.

References:

1. Hennie, V. G., *International Financial Reporting Standards: A practical guide*, Washington: World Bank.
2. Alexander, D., Britton, A. and A. Jorissen, "*Global Financial Reporting and Analysis"*, Cengage Learning, Indian edition.
3. Grewal, T.S., "*Introduction to Accounting"*, S. Chand and Co., New Delhi.
4. Sarngadharan, M and Kumar, R. S., " *Financial Analysis for Management Decision*", PHI, New Delhi
5. Narasimhan, M. S., "*Financial Statement and Analysis*", Cengage Learning

Note: Latest edition of text book and references must be used.

BC 332 **Business Ethics and Corporate Governance** **3-0-0-3**

Course Objective

The main objective of this course is to provide students with the basic skills concerning business ethics, governance and corporate social responsibility. Additionally, students should understand the role of ethics, corporate responsibility and sustainability in business activities and evaluate business practices in these fields.

Course Content

Introduction: Business Ethics & Values, Inner Consciousness, Ethical Theories, Morality and Ethics; Various Approaches to Business Ethics; Ethical Governance; Corporate Ethics; CSR – Extension Of Business Ethics; Benefits of Adopting Ethics in Business; Ethics Programme; Code of Ethics; Ethics Committee **Indian Management Ethos** : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence. [11]

Corporate Governance: Meaning, Theories, Evolution, Models and Benefits of Corporate Governance; Politics and Governance; Board Committees and their Functions; Insider Trading; Rating Agencies; Green Governance/ E-governance; Clause 49 of Listing Agreement; Corporate Governance in Public Sector Undertakings; Corporate Funding of Political Parties; Class Action; Whistle Blowing; Shareholders Activism. [09]

Major Corporate Governance Failures: BCCI (UK), Maxwell Communication (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA), Vivendi (France), Harshad Mehta Scam, Satyam Computer Services Ltd, and Kingfisher Airlines; Common Governance Problems Noticed in various Corporate Failures; Codes and Standards on Corporate Governance; Initiatives in India. [10]

Corporate Social Responsibility (CSR): Corporate Philanthropy, Meaning of CSR, CSR and CR, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR provision under the Companies Act 2013, CSR Committees, CSR Models, Drivers of CSR, Codes and Standards on CSR, Global Reporting Initiatives, ISO 26000 [09]

Text Books

1. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.
2. Balasubramanian, N., "*Corporate Governance and Stewardship*", Tata McGrawHill, New Delhi

References:

1. Mallin, Christine A., *Corporate Governance (Indian Edition*), Oxford University Press, New Delhi.
2. Institute of Chartered Accountants of India, *Auditing and Assurance Standards*, ICAI, New Delhi.
3. Relevant Publications of ICAI on *Auditing* (CARO).

Note: Latest edition of text book and references must be used.

BC 342 **Fundamentals of Investment** **3-0-0-3**

Course Objective

To familiarize the students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection. Demonstrate with the support of online learning.

Course Content*

The Investment Environment: The investment decision process, Types of Investments-Commodities, Real Estate and Financial Assets, The Indian securities market, the market participants and trading of securities, security market indices, sources of financial information. Return and risk: Concept, Calculation, Trade off between return and risk, Impact of taxes and inflation on return. [10]

Fixed Income Securities: Bond Fundamentals, Estimating bond yields, Bond Valuation, Types of bond risks, default risk and credit rating. **Approaches to Equity Analysis:** Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis. Valuation of Equity Shares using various models. [10]

Portfolio Analysis and Financial Derivatives:
(a) Portfolio and Diversification, Portfolio Risk and Return
(b) Mutual Funds
(c) Introduction to Financial Derivatives-Forwards, Futures & Options, Financial Derivatives Markets in India. [13]

Investor Protection: Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism. [06]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management"*, Tata McGraw Hill.
2. Rustogi, R.P., "*Fundamentals of Investment"*, Sultan Chand & Sons, New Delhi.

References:

1. Jones, C.P., "*Investments Analysis and Management"*, Wiley.
2. Vohra, N.D., and Bagri, B.R., "*Futures and Options"*,Tata McGraw Hill Publishing.
3. Mayo, "*An Introduction to Investment"*, Cengage Learning.
4. P.Pandiyan**, "***Security Analysis and Portfolio Management*", Vikas Publications, New Delhi
5. Donalds E. Fischer & Ronald J. Jordan, "*Security Analysis and Portfolio Management*", Prentice Hall, New Delhi**.**
6. Russell J. Fuller and James L. Farrell, "*Modern Investment and Security Analysis*", McGraw Hill, Int. Ed. (Finance Series), New York.
7. Sharpe, William F., Alexander Gorden J. and Baily Jafery V., "*Investments*", Prentice Hall of India, New Delhi.

Note: Latest edition of text book and references must be used.

***Spreadsheet/Practical learning is the recommended while using software and excel for doing basic calculations in finance and hence can be used for giving students subjects related assignments for their internal assessment purposes.**

BC 352 **Project Management** **3-0-0-3**

Course Objective

To enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project.

Course Content

Introduction: Objectives of Project Planning, monitoring and control of investment projects. Relevance of social cost benefit analysis, identification of investment opportunities. Pre-feasibility studies. [06]

Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects. [14]

Project appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate. [13]

Issues in Project Planning and Management: Cost and Time Management issues in Project planning and management. [06]

Text Books

1. Chandra. Prasanna, "*Project Preparation Appraisal and Implementation",* McGraw Hill.
2. Gray, Clifford .F. *Project Management.* McGraw Hill.

References:

1. Gopalakrishnan. P. and.Ramamurthy, V.E., "*Text Book of Project Management*", Macmillan India Ltd.
2. JyotsnaBapat, "*Development Projects and critical theory of Environment*", Sage Publication, New Delhi.
3. John M. Nicholas, "*Project Management for Business and technology:Principles and Practice*", Pearson Prentice Hall, New Delhi.
4. David I. Cleland, "*Project Management: Strategic Design andimplementation"*, McGraw Hill Inc.

Note: Latest edition of text book and references must be used.

BC 362 **Dissertation** **0-0-0-6**

Course Objective

The objective of dissertation is to use quantitative and qualitative research methods to gain insight about the selected field of study. In order to cultivate logical thinking among students and to make them understand about the various facets in different fields of business world, they will have to select different domains and thrive for in-depth knowledge. After successful completion of dissertation work, students will be able to understand the complexities in the working of the business endeavor.

Course Content

Evaluation of would comprise of dissertation and Viva-voce

Syllabus

BACHELOR OF ARTS (BA) HONS. IN ECONOMICS

(w.e.f. 2020)

MODY UNIVERSITY OF SCIENCE &TECHNOLOGY
(ISO 14001:2004 certified)
(State University under section 2/f of the U.G.C. Act 1956)
Lakshmangarh – 332 311, Distt. – Sikar (Rajasthan)
Website: www.modyuniversity.ac.in

Annexure – C

BACHELOR OF ARTS (BA) HONS. IN ECONOMICS

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

No. of Seats: 60

Objective:

The undergraduate programme in economics is structured to impart analytical skills and intellectual advancement to understand the complexities in the working of the economy. It seeks to expose the students to various concepts in economics, mathematics and statistics and encourage them to uphold logical integrity and objectivity in professional endeavours. The course provides a sound theoretical basis in economic theory supplemented by practical applications of theories. The course in mathematics is developed to enable the students to lay a strong foundation in those areas of mathematics that is frequently used to understand the various concepts of economic theory. The objective of statistics course is to cultivate statistical thinking among students by acquainting them with various statistical methods and their application in different fields of economics. Also, the students are trained in using software packages for data analysis.

The first batch of the programme in MUST is proposed to be admitted in the session 2016-2017.

Input Qualification:

Candidate should have passed 10+2 from a recognized board with at least 45% marks and having proficiency in English and Basic Mathematics.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

Annexure – C

BA (Hons.) in Economics , Three-Year Programme

Academic Curriculum (2020-21 onwards), First Year

			Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
	Core Courses									
	EM 191	**Principles of Economics-I**	3	1	-	4	3	25	25	50
	EM 161	**Mathematics for Economics-I**	3	1	-	4	3	25	25	50
	EM 171	**Statistics for Economics-I**	2	1	2	4	3	25	25	50
	Ability Enhancement Compulsory Courses									
	EL 101	Foundation Course in English	2	-	-	2	3	25	25	50
	MD 003	Environmental Studies	3	1	-	4	3	25	25	50
	Generic Course									
	EM 181	**Economic History of India 1857-1947**	3	-	-	3	3	25	25	50
		Sub Total	**16**	**4**	**2**	**21**				
	GE 103	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
Spring Semester	**Core Courses**									
	EM 162	**Principles of Economics-II**	3	1	-	4	3	25	25	50
	EM 172	**Mathematics for Economics-II**	3	1	-	4	3	25	25	50
	EM 182	**Statistics for Economics-II**	2	1	2	4	3	25	25	50
	Ability Enhancement Compulsory Courses									
	BM 162	Business Communication	3	-	-	3	3	25	25	50
	CA 141	Application Software Laboratory	-	-	4	2	4	25	25	50
	Generic Course									
	EM 192	**Environmental Economics**	3	-	-	3	3	25	25	50
		Sub Total	**14**	**3**	**6**	**20**				
	GE 104	Proficiency (Non-Credit) #				1				

Annexure – C

BA (Hons.) in Economics , Three-Year Programme
Academic Curriculum (2020-21 onwards), Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
Autumn Semester	**Core Courses**									
	EM 241	**Micro Economics -I**	3	1	-	4	3	25	25	50
	EM 251	**Macro Economics- I**	3	1	-	4	3	25	25	50
	EM 261	**Development Economics –I**	3	1	-	4	3	25	25	50
	Skill Enhancement Compulsory Courses									
	BC.21.281	Design Thinking	3	-	-	3	3	25	25	50
	EM 271	**Data Analysis-I**	1	-	4	3	3	25	25	50
	Generic Course									
	EM 231	Indian Economy-I	3	-	-	3	3	25	25	50
		Sub Total	**16**	**3**	**4**	**21**				
	GE 203	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration	Weightage (%)		
			L	T	P		Hours	CW *	MTE	ETE
Spring Semester	**Core Courses**									
	EM 242	**Micro Economics -II**	3	1	-	4	3	25	25	50
	EM 252	**Macro Economics -II**	3	1	-	4	3	25	25	50
	EM 262	**Development Economics -II**	3	1	-	4	3	25	25	50
	Skill Enhancement Course									
	BS.21.262	Contemporary Economic Issues	3	-	-	3	3	25	25	50
	EM 272	**Data Analysis-II**	1	-	4	3	3	25	25	50
	Generic Course									
	EM 232	Indian Economy-II	3	-	-	3	3	25	25	50
		Sub Total	**16**	**3**	**4**	**21**				
	GE 204	Proficiency (Non-Credit) #				1				

Annexure – C

BA (Hons.) in Economics , Three-Year Programme

Academic Curriculum (2020-21 onwards), Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Autumn Semester	**EM 371**	**Micro Economics - III**	3	-	-	3	3	25	25	50
	EM 381	**Public Finance-I**	3	-	-	3	3	25	25	50
	EM 391	**Elementary Econometrics**	3	-	-	3	3	25	25	50
	EM 303	**International Economics-I**	3	-	-	3	3	25	25	50
	EM 313	**Monetary Economics-I**	3	-	-	3	3	25	25	50
	EM 323	**Dissertation****	-	-	-	6				
		Sub Total	**15**	**-**	**-**	**21**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW*	MTE	ETE
Spring Semester	**EM 372**	**Macro Economics - III**	3	-	-	3	3	25	25	50
	EM 382	**Public Finance-II**	3	-	-	3	3	25	25	50
	EM 392	**Applied Econometrics**	3	1	-	4	3	25	25	50
	EM 304	**International Economics-II**	3	-	-	3	3	25	25	50
	EM 314	**Monetary Economics-II**	3	-	-	3	3	25	25	50
	EM 324	**Financial Economics**	3	1	-	4	3	25	25	50
		Sub Total	**18**	**2**	**-**	**20**				
		Total Credits	**101**	**15**	**4**	**124**				
	GE 306	Proficiency (Non-Credit) #				1				

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE :*** *End Term Examination*

** Course Work (CW) would include regularity, evaluation of assignments, surprise tests, etc.*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

***Evaluation of Dissertation would comprise of Project Report and Viva-voce.*

COURSE DESCRIPTION

BA (Hons.) in Economics

Autumn Semester-First Year

EM 191 Principles of Economics-I 3-1-0-4

Basic Concepts of Economics: Scope, Fields and Methods of Economics, The Economic Policy, PPF, Different economic systems, Graphs and its uses, Slope: nature and measurement, Demand and supply and their determinants, Market Equilibrium, Price rationing and alternative Rationing Mechanisms, Price Elasticity and its determinants [12]

Consumption and Production: Utility, Diminishing MU, Meaning and Properties of Indifference curves, Budget constraints, Consumers' optimum choice, Income and Substitution effects, Consumer Surplus, Production, Productivity, Behaviour of profit maximizing firms, Production Functions with one variable factor and with two variables factor of production, Isoquant and Isocost lines [13]

Perfect and Imperfect Market: Cost and Revenue Functions: Accounting and Economic costs, Costs in the short run, Fixed costs, variable costs, Marginal costs, Long run AC and MC, TR,MR,AR, Output decision taking Costs and Revenues (Total and Marginal methods), Features of Perfect and Imperfect Perfect Competition [8]

Input Markets: Input Markets: Labour, Land and Capital Markets, Demand for inputs, Diminishing Returns, Marginal Revenue Product, Input demand curve, Labour Market and demand for labour, Shifts in input demand curves, Land markets and rent, Capital Market, Capital Income-Interest and profit [9]

International Economics: Trade surpluses and deficits, The economic basis for trade--absolute advantage and comparative advantage, Terms of trade, Exchange rates, Trade Barriers--tariffs, subsidies and quotas, The cases for free trade or protection [10]

Text Book:

1. Case Karl E. and Fair Ray C. Principles of Economics, Pearson Education Asia.

References:

1. Mankiw N. Gregory. Principles of Economics, Thomson.
2. Stiglitz J.E. and Walsh C.E. Principles of Economics, W.W. Norton & Co, New York.

EM 161 Mathematics for Economics-I 3-1-0-4

Basic Concepts: Sets and set operations, Real Numbers, Ordered pairs, Cartesian products, Intervals, Some properties of Point Sets in R^n – Euclidean distance, Neighbourhood, Boundary point of a set, Open, closed and bounded sets, Convex combination, Convex sets, Interior points, Strict convexity vs weak convexity	[10
Relations and Functions: Types of functions: polynomial functions- linear, Quadratic, Cubic and n^{th} degree polynomial, Rational functions, Rectangular hyperbola, Power, Exponential and logarithmic functions, Composite functions, The inverse function, Sequence and series- the concept of convergence of a sequence and its limit at a point, Properties of a convergent sequence, Series- arithmetic, geometric and harmonic	[10]
Differential Calculus: Univariate calculus, Continuity of a function, The concept of slope of a function, Derivative of a function, Conditions for differentiability, Rules of differentiation: sums, products and quotients of functions, Composite functions and the Chain Rule, Inverse functions, Derivative of different types of functions, Indeterminate forms and L'Hospital's Rule, Second and higher order derivatives, Applications to verify concavity and convexity, Taylor's series formula and the mean value theorem	[14]
Linear Algebra: Systems of linear equations: properties of their solution sets, Matrices: addition, product, rank of a matrix, Determinants and their properties, Inverse of a matrix, Application of Cramer's rule for solution of a system of linear equations	[8]
Vector Spaces: Algebraic and geometric properties, Scalar products, Basis of a vector space, Orthogonality, Linear transformations: properties, The Eigenvalue problem, Spectral decomposition of a square matrix, Quadratic Forms- positive/negative definite, Semi-definite and indefinite forms	[10]

Text Book:

1. Chiang Alpha C. and Wainwright Kevin (2013). Fundamental Methods of Mathematical Economics, McGraw Hill.

References:

1. Sydsaeter Knut and Hammond Peter J. Mathematics for Economic Analysis, Pearson Educational Asia.
2. Silberberg Eugene and Suen Wing. The Structure of Economics: A Mathematical Analysis, Irwin McGraw Hill.
3. Hoy, Michael, John Livernois, Chris Mckenna, Ray Rees and Thanasis Stengos, Mathematics for Economics, PHI Learning.
4. Alpha C. Chiang(1984). Fundamental Methods Of Mathematical Economics. (New Delhi: MC graw Hill, International Book Company).
5. Edward T. Dowling(1980). Introduction to Mathematical Economics (New Delhi: Tata MCgraw-Hill publishing company Ltd.).

EM 171 Statistics for Economics-I 2-1-2-4

Measures of Central Tendency: Arithmetic Mean, Median and Mode, Properties of Arithmetic Mean, Graphical Location of Median and Mode, Comparison of Mean, Median and Mode, Geometric and Harmonic Mean [10]

Index Number: Their Concept as Weighted Averages, Problems in the Construction of Index Numbers, Chain Index, Cost of Living Index Number , Wholesale Price Index and Cost of Living Index in India, Base Shifting, Uses of Index Numbers [8]

Dispersion, Skewness and Kurtosis: Range, Quartile Deviation, Mean Deviation and Standard Deviation, Properties of Standard Deviation, Comparison of Different Measures of Dispersion, Measures of Relative Dispersion-- Curve of Concentration [10]

Measurement of Inequality: Gini Coefficient and Coefficient of Variation/Lorenz Curve, Measures of Skewness and Kurtosis, The Concept of Moments [8]

Correlation Analysis: Elementary Analysis of Linear Correlation: Covariance, Scatter Diagram, Coefficient of Simple Correlation–Properties and the Method of Calculation, Concept of Spearman's Rank Correlation [8]

Regression Analysis: The Concept of Regression, Regression Lines and their Estimation in a Bivariate series, Least Squares Method, The Concept of R^2 and Standard Error of Estimate [8]

Text Book:

1. Gupta, S.P. Statistical Methods, Sultan Chand & Sons, New Delhi.

References:

1. Goon A. M, Gupta M. K. and Dasgupta B. Fundamentals of Statistics, Vol-I World Press, Kolkata.
2. Mood. A. M, Graybill, F A. and Boes D. C. Introduction to the Theory of Statistics, McGraw Hill.
3. Mukyopadhyay P. Mathematical Statistics. Kolkata Publishing House.
4. Murray R. Speigel Theory & Problems of Statistics, Schaum's Publishing Series.
5. Nagar and Das, Basic Statistics, OUP.
6. Gupta, S.C. and Kapoor, V. K. Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.

EL 101 Foundation Course in English 2-0-0-2

Sentence Structure: Elements of a sentence (Subject, Verb, Object, Complement and Adjunct) [4]

Transformation of Sentence Structure: Degrees of adjectives, Active and Passive Voice (statement, negative, interrogative and imperative), Direct and Indirect narration (statement, negative, interrogative and imperative) [4]

Correct Usage of Language: Tenses (Present, Past and Future), Modals (can, could, will, would, shall, should, may, might, must, ought to, need) Phrasal verbs, Determiners (a, an, the, little, a little, few, a few, much, more, most) [4]

Writing Skills: Theme (Paragraph) writing, Letter (formal, informal, business letters) and application writing, report writing, résumé writing [6]

Common Errors in Effective Communication: How to avoid common sentence– structural errors, vocabulary and pronunciation [4]

Reading Comprehension: Efficient reading and note taking. [4]

Text Book:

1. Leech Geoffery, English Grammar for today, Longman, Delhi.

References:

1. Hornby A.S.: A Guide to patterns and usage, Oxford University Press, Delhi.
2. Murphy and Reynold: Essentials of English grammar, Cambridge University Press.
3. Wren & Martin: English Grammar & Composition, S.Chand & Co, Delhi.
4. Quirk & Greenbaum: University English Grammar, Longman Publications.
5. Sharma, R.C. & Krishna Mohan: Business Correspondence & Report writing; Tata McGraw Hill, New Delhi.

MD 003 Environmental Studies 3-1-0-4

Environmental Science: Definition, scope and importance, Multidisciplinary nature [2]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); geneenvironment interaction; Endangered and endemic species of India [6]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature Suggested Case studies: i) Cultural Basics of our Environmental Crisis: ii) Ecofeminism [6]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources Suggested Case Studies: i) What has posterity ever done for me? ii) Energy policy and further future: The identity problem [6]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. Suggested Case Studies i) The tragedy of the commons: ii) We all live in Bhopal iii) The Silent Spring; [6]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health. Suggested Case Studies: i) Earth the Crowded Planet ii) Famine Affluence and morality iii) The world food supply [6] Protection and Prevention of Environment [6]

Protection and Prevention of Environment with Special intervention: Environment Protection and the Law: Constitution Provisions Relating to Environment, Constitutional provisions about [6]

states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil). Primary Protective Laws: Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010. Secondary Laws: Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it

Sustainable Development (Objective and Application): Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics Case studies a. Management Sciences: Carbon Credits and Trading, green marketing and cause related marketing b. Science and Engineering Issues: Organic farming, Renewable energy. c. Built Environments: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies d. Sustainable fashion: Online study of eco-fashion brands; how India can lead? e. Judicial activism [11]

Field Trip & Report writing: (Any one of the following) i) Visit to renewable energy site ii) Visit to biodiversity park iii) Workshop on sustainable fashion iv) Shekhawati and its environment v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district

Text Books:

1. Environmental Science: A Global Concern, Cunningham William P. Saigo B Woodworth, McGraw-Hill Higher Education; Sixth Edition (2001).
2. Odum E. P. Barret G.W Fundamental of Ecology, 5 th Edition Cengage Learning, (2004).

References:

1. Environmental Law, S.C Shastri,5th Ed EBC Explorer, India, (2015).
2. Introduction to Psychology, C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, International Student edition, Tata McGraw Hill, New Delhi (1986).
3. Small is Beautiful: Economics as if People Mattered E.F.Schumacher, Blond and Briggs, London (1973).
4. Heywood V.H. & Watson R.T. 1995. Global biodiversity assessment, Camb ridge Univ. Press.
5. Our Common Future, Report on World Commission on Environment and Development United Nations Document(1987).
6. Al Gore, Dysfunctional Civilization: The Earth in Balance, Houghton, Mifflin, (1992).

EM 181 Economic History of India 1857-1947 3-0-0-3

Introduction: Colonial India: Background and Overview of colonial economy, Macro Trends: National Income, Population, Occupational structure [11]

Agriculture and Industry: Agrarian structure and land relations, Agricultural markets and institutions – credit, commerce and technology, Trends in performance and productivity, Famines, Railways, The de-industrialisation debate, Evolution of entrepreneurial and industrial structure, Nature of industrialisation in the inter war period, Constraints to industrial breakthrough, Labor relations [15]

Economy and State in the Imperial Context: The imperial priorities and the Indian economy, Drain of wealth, International trade, capital flows and the colonial economy – changes and continuities, Government and fiscal policy [13]

Text Book:

1. Tirthankar Roy, The Economic History of India 1857-1947, Oxford University Press, 3rd edition, 2011.

References:

1. Irfan Habib, Indian Economy 1858-1914 (A People's History of India), Vol.28, Tulika.
2. R Dutta and K P M Sundaram: Indian Economy, S Chand.
3. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
4. Mishra and Puri: Indian Economy, Himalaya.

Spring Semester-First Year

EM 162 Principles of Economics-II 3-1-0-4

Introduction to Macroeconomics: The roots of macroeconomics, Difference between micro and macro economics, Macroeconomic concerns, Role of government in the macro economy, Components and Methodology of the macro economy, National Income Accounting, Black economy,The Classical System: The Full-Employment Model: Macroeconomic Equilibrium, the labour market, the product market, the capital market, extending the full employment model [18]

The Simple Keynesian Model: Aggregate expenditure and equilibrium output--aggregate output and aggregate income, Equilibrium aggregate output, Government participation in the economy, Fiscal policy at work--The Multiplier effect, Money in the Modern Economy, Characteristics of a monetary economy, The demand for money, The supply of money and overall liquidity position, Credit creation [16]

Inflation and Open Economy: The causes of inflation, Level of prices and the value of money, Fisher effect, Cost of inflation, Balance of Payments--The current and capital account, Determining equilibrium output in an open economy, Open economy with flexible exchange rates--Markets for foreign exchange, Factors affecting exchange rates, Effects of exchange rates on the economy [18]

Text Book:

1. Mankiw N. Gregory. Principles of Economics, Thomson.

References:

1. Stiglitz J.E. and Walsh C.E. Principles of Economics, W.W. Norton & Co, New York.
2. Stone R. and Stone G. National Income and Expenditure, Bowes and Bowes London.
3. Case Karl E. and Fair Ray C. Principles of Economics, Pearson Education Asia.

EM 172 Mathematics for Economics-II 3-1-0-4

Optimization: Necessary conditions for unconstrained maxima and minima, Points of inflection, Second order conditions, Optimization over an interval, Multivariate calculus: partial and total differentials of first and second order Applications to verify convexity/ concavity and quasi-convexity/quasi-concavity, Unconstrained optimization- first order conditions for optimization, Second order conditions, Constrained optimization with equality constraints: Lagrange method- first and second order conditions	[19]
Integral Calculus: Techniques of integration- substitution rule and integration by parts, Riemann integral- partition over an interval and Riemann Sum, Integrability of a function, fundamental theorem of integral calculus, properties of definite integrals, Improper integrals- applications in measuring consumer surplus and present value of an indefinite stream of payments under continuous discounting	[18]
Dynamics Methods: Linear first-order difference equations, Non-linear first order difference equations, Linear second order difference equations, Linear first order differential equations, Non-linear first-order differential equations, Linear second order differential equations	[15]

Text Book:

1. Chiang Alpha C. and Wainwright Kevin (2013). Fundamental Methods of Mathematical Economics, McGraw Hill

References:

1. Sydsaeter Knut and Hammond Peter J. Mathematics for Economic Analysis, Pearson Educational Asia.
2. Silberberg Eugene and Suen Wing. The Structure of Economics: A Mathematical Analysis, Irwin McGraw Hill.
3. Hoy, Michael, John Livernois, Chris Mckenna, Ray Rees and Thanasis Stengos, Mathematics for Economics, PHI Learning.
4. Alpha C. Chiang(1984). Fundamental Methods Of Mathematical Economics. (New Delhi: MC graw Hill, International Book Company).
5. Edward T. Dowling(1980). Introduction to Mathematical Economics (New Delhi: Tata MCgraw-Hill publishing company Ltd.).
6. RGD Allen(1986). Mathematical Analysis for Economists (New Delhi: Macmillan India Ltd).

EM 182 Statistics for Economics-II 2-1-2-4

Sampling Theory and Probability: Methods of sampling, Types, Properties of random samples, Non-random sampling, Sampling vs. non-sampling errors, Probability: Concepts of Sample Space and Events, Probability of an Event, Addition and Multiplication Theorems, Conditional Probability and Independence of Events, Bayes theorem [15]

Probability Distributions: Concept of a Random Variable, Discrete and Continuous Random Variable, Probability Density Function, Mathematical Expectation and its Properties, Sampling Distribution of Sample Mean and Variance, Theoretical Distributions: Binomial, Poisson and Normal distribution-its properties, Central Limit Theorem [17]

Estimation and Hypothesis Testing: Parameter and statistic, Estimates and estimators, Point estimators and its properties, Confidence intervals for population parameters, Hypothesis: null vs alternative hypotheses, Type I and Type II errors, Power of a test, Concept of degrees of freedom, Hypotheses testing related to population parameters based on *Z-test, t-test,* χ^2*-test, and F-test* [20]

Text Book:

1. Gupta, S.P. Statistical Methods, Sultan Chand & Sons, New Delhi.

References:

1. Goon A. M, Gupta M. K. and Dasgupta B. Fundamentals of Statistics, Vol-I World Press, Kolkata.
2. Mood. A. M, Graybill, F A. and Boes D. C. Introduction to the Theory of Statistics, McGraw Hill.
3. Mukyopadhyay P. Mathematical Statistics. Kolkata Publishing House.
4. Murray R. Speigel Theory & Problems of Statistics, Schaum's Publishing Series.
5. Nagar and Das, Basic Statistics, OUP.
6. Gupta, S.C. and Kapoor, V. K. Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.

BM 162 Business Communication 3-0-0-3

Introduction: Basic forms of communication, Communication models and processes, Effective communication, Theories of communication, Audience analysis	[5]
Corporate Communication: Formal and Informal Communication networks, Grapevine, Miscommunication (Barriers), Improving Communication, Practices in Business Communication and Group discussions	[6]
Report Writing: Introduction to a proposal, Elements of a Report, Short report and formal report, Report Preparation and Presentation	[3]
Oral Presentation: Principles of oral presentations, Factors affecting presentation, Sales presentation, Training presentation, Conducting surveys, Speeches to motivate, Effective presentation skills and , Individual and group presentations	[8]
Non-Verbal Aspects of Communication: Body language, Kinesics, Proxemics, Para language	[3]
Effective Listening: Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars	[7]
Interviewing Skills: Appearing in interviews, Conducting interviews, Writing resume and Letter of Application, Mock interviews	[5]
Modern Forms of Communication: Fax, E-mail, Video-conferencing and their uses in business	[2]

Text Book:

1. Kaul, Business Communication, Prentice Hall, New Delhi.

References:

1. Gupta, C.B., Business Communication, Sulthan Chand & Sons, New Delhi.
2. Rajendra Pal and Korlhalli J.S., Essentials of Business Communication , Sultan Chand & Sons, New Delhi.
3. Nirmal Singh, Business Communication Principles, Methods and Techniques - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Sharma, R.C., and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw McGraw-Hill Publishing Company Limited, New Delhi

CA 141 Application Software Laboratory 0-0-4-2

Introduction: MS office: MS word, Excel, and Powerpoint	[4]
MS WORD: Creating and Designing a Document, Entering text, Word excercise	[7]
Excel: Entering numbers and formulas, Excel excercise	[8]
Powerpoint: Moving and inserting text, Chart organization, Powerpoint excercise	[7]

Text Book:

1. P.K. Sinha, " Fundamentals of Computers", BPB Publication, New Delhi.

References:

1. Peter Norton's, "Introduction to Computers", TMH, New Delhi.
2. R. K Taxali, "PC Software for Windows", TMH, New Delhi.
3. Coutrer, "Mastering Office 2000", BPB Publication, New Delhi.
4. V.Rajaraman, "Introduction to Computer", PHI, New Delhi.

EM 192 Environmental Economics 3-0-0-3

Introduction: Key environmental issues and problems, Economic way of thinking about these problems, Basic concepts from economics, Pareto optimality and market failure in the presence of externalities, Property rights and other approaches [12]

The Design and Implementation of Environmental Policy: Overview, Pigouvian taxes and effluent fees, Tradable permits, Implementation of environmental policies in India and international experience, Transboundary environmental problems, Economics of climate change [12]

Environmental Valuation Methods and Applications: Valuation of non-market goods and services--theory and practice, Measurement methods, Cost-benefit analysis of environmental policies and regulations [8]

Sustainable Development: Concepts, Measurement, Perspectives from Indian experience [7]

Text Book:

1. Roger Perman, Yue Ma, Michael Common, David Maddison and James McGilvray, Natural Resource and Environmental Economics, Pearson Education/Addison Wesley, 4th edition, 2011.

References:

1. Charles Kolstad, Intermediate Environmental Economics, Oxford University Press, 2nd edition, 2010.
2. Robert N. Stavins (ed.), Economics of the Environment: Selected Readings, W.W. Norton, 6th edition, 2012.
3. Robert Solow, An Almost Practical Step toward Sustainability, Resources for the Future 40th anniversary lecture,1992.

Autumn Semester-Second Year

EM 241 Micro Economics-I 3-1-0-4

Consumer's Choice: Consumer preferences, Utility function-ordinal, and cardinal utility, Indifference curves and its properties , Indifference curve in case of -- Perfect substitutes, Perfect complements, Bads, Neutrals, Satiation, Discrete goods and well behaved preferences, Marginal utility and Marginal rate of substitution, Constructing a utility function from indifference curves, Budget constraint, Changes in budget line, Effect of taxes, subsidies, and rationing, Optimal choice and consumer demand in ordinal preferences, optimal choice under different goods and preferences [14]

Demand: Normal and inferior goods, Income offer curve and the Engel Curve, Shapes of income offer curves and Engel Curves in cases of- Inferior good, Perfect substitutes, Perfect complements, Cobb-Douglas preferences, Homothetic preferences, Quasi-linear preferences, Ordinary goods and Giffen goods, Price offer curve and its shapes in different conditions, Inverse demand function, Slutsky and Hicks equation, Compensated demand curves, Consumer's surplus: Marshallian and Hicksian [13]

Production: Inputs and outputs, Technological constraints and production set, Law of variable proportions, Law of returns to scale, Cobb-Douglas production function and its properties [12]

Cost: Fixed and quasi-fixed cost, Sunk cost, Variable costs, Marginal cost, Long-run costs- LAC and LMC, Economies and diseconomies of scale of Production, Dynamic changes in costs-the Learning Curve Profit maximization and cost minimization for a firm in short-run and long-run [13]

Text Book:

1. Ahuja H. L: Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press

EM 251 Macro Economics-I 3-1-0-4

National Income: Concepts of National Income, Rules and Methods of Measurement of National Income, Circular Flow of Income and expenditure in two, three, and four-sector economy, Measuring Inflation rate and Unemployment rate, The Relation between GDP Gap, Inflation rate and unemployment Gap [17]

Classical Macroeconomics: The aggregate supply function-Production function and aggregate supply curve, Say's law of markets, Output and Employment in classical theory, Quantity theory of money and aggregate demand function, classical model with and without saving and investment, Keynes' objection to the classical theory [17]

Keynesian Macroeconomics: Keynesian equilibrium, the consumption function, Effective demand, The multiplier, The simple Keynesian model of income and output determination, Keynes' fundamental psychological law of consumption and its implication, Government participation in the economy, Fiscal policy at work-The Fiscal Multiplier effect [18]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

BC 21.281 **Design Thinking** **3-0-0-3**

Course Objective

This course looks at how individuals and organizations use creativity and design thinking skills to identify and choose opportunities that enable innovation. Creative problem solving skills are developed and enhanced through a range of real world activities. An overview of design thinking tools is provided to help students understand design thinking as a problem solving approach. Ideas developed through these processes are then applied to a customer discovery approach to understand their value in the market place.

Course Content

Design thinking for innovation: Introduction to Design Thinking and its role in creativity and innovation; **Empathy: The Foundation of Human Centered Design:** How do we learn what people want?; How we ensure learning fits people's needs; The role of empathy in the design thinking process and the tools we can use [10]

Making Sense of The Data: Synthesizing the Data; Persona mapping; **The design sprint** - Principles of a design sprint and how to make it happen [12]

Moving from ideas to impact: Bring the ideas presented in this course together and show how organizations can create impact from ideas [06]

Prototype & Test - Bringing ideas to life; **Making the pitch** - Using Storytelling to make the case for design thinking [11]

Text Books

1. Jeanne Liedtka and Tim Ogilvie; "*Designing for Growth: A Design Thinking Tool Kit for Managers*", (New York: Columbia University Press, 2011) (referred to below as Designing for Growth).

Note: Latest edition of text book and references must be used.

Mody University Elective **3-0-0-3**
Offered by different Schools of University

EM 261 Development Economics-I 3-1-0-4

Economic Growth and Development: Meaning of development and growth, Characteristics of less developed countries, Factors in Economic development, Measuring development and development gap — per capita income, inequality of income and wealth, Gini coefficient, Human Development Index , Physical Quality of Life Index, and other indices of development [17]

Theories of Economic Development: Classical (Smith, Ricardo, Malthus), Marxian – Theory of Social change, Immutable laws, Crisis in capitalism, Schumpeter and capitalist development, Rostow's stages of growth [15]

Approaches to Economic Development: Partial theories of growth and development, Vicious circle of Poverty, Circular causation, Theory of unlimited supply of labour, Big push, Balanced growth, Unbalanced growth, Circular causation theory, Critical Minimum Effort Thesis, Low level of equilibrium trap, Dualism: Technical, Behavioural and Social [20]

Text Book:

1. Ghatak, S. An Introduction to Development Economics, Allen and Unwin, London.

References:

1. Adelman, I. Theories of Economic Growth and Development. Stanford University.
2. Chenery, H. and T.N. Srinivasan (Eds) Handbook of Development Economics, Vols 1 & II Elsevier, Amsterdam.
3. Kindleberger, C. P. Economic Development, McGraw Hill, New York
4. Myint, H. Economic Theory and Underdeveloped Countries. Oxford University Press, New York.
5. Thirwal, A. P. Growth and Development, Macmillan, U. K.

EM 271 Data Analysis-I 1-0-4-3

Describing Data: Construction of graphs and its interpretation, Measure of central tendency-- Mean, Median and Mode and its interpretation, Measures of Deviation and Dispersion, and its uses in economic theory, Skewness and Kurtosis, Dot and Box plots and its explanation on Excel and SPSS statistical Package [18]

Bivariate Analysis: Correlation and its coefficient, Coefficient of determination, Testing the significance of the coefficient of correlation, Least square principle, Drawing the regression line, Assumption underlying linear regression on Excel and SPSS statistical Package [21]

Text Books:

1. Darren, G.: SPSS for Windows Step by Step: A Simple Guide and References 18.0 update (11th edition), Prentice Hall, New Delhi.
2. Lind, Marchal and Wathen: Basic Statistics for Business & Economics, McGraw Hill, New Delhi.

References:

1. Jaggia and Kelly : Business Statistics, McGraw Hill, New Delhi.
2. Bowerman, O'Connell and Murphree : Business Statistics in Practice, McGraw Hill, New Delhi.
3. Doane and Seward: Applied Statistics in Business and Economics, Tata McGraw-Hill, New Delhi.
4. Davis and Pecar: Business Statistics using EXCEL, Oxford University Press, New Delhi.

EM 231 Indian Economy-I 3-0-0-3

Colonialism and Underdevelopment of the Indian Economy: Meaning of Colonialism, British Rule and the Exploitation of India, The British Rule and India's Underdevelopment, State Policies and Economic Underdevelopment, The theory of drains — its pros and cons, Indian Economy at the Time of Independence, Planning exercises in India - National Planning Committee, Bombay Plan, People's Plan, Gandhian Plan, The Planning Commission [10]

Structure of the Indian Economy: Nature of the Indian Economy- Developing, Dualistic and Mixed Economy, Natural Resources and Ecological Issues- Land, water, Mineral and forest resources, Ecological Imbalance [07]

Broad demographic features: Population size and growth rates, Sex composition, Rural-urban migration, Occupational distribution, Problem of over-population, Population policy, Infrastructure development - Energy, Energy Crisis and Strategy, Transport and Communication [10]

Planning in India: Objectives, Strategy, Broad achievements and failures, Current Five Year Plan — Objectives, allocation and targets, New economic reforms — Liberalization, privatization and globalization, Rationale behind economic reforms, Progress of privatization and globalization [12]

Text Book:

1. Mishra and Puri (Latest Edition): Indian Economy, Himalaya Publication, New Delhi.

References:

1. R Dutt and K P M Sundaram: Indian Economy, S Chand.
2. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
3. Planning Commission: Eleventh Five Year Plan, Vol I, II and III, Academic Foundation.
4. Government of India: Economic Survey (latest issue).

Spring Semester-Second Year

EM 242 Micro Economics-II 3-1-0-4

Analysis of Competitive Markets-I: Properties of Perfect Competition, elasticity and market demand, Elasticity and revenue, Income elasticity and Cross elasticity, Pure competition, Supply decision of a competitive firm, Shut-down condition, Inverse supply function, Profits and producer's surplus in the short run, Long-run supply curve of a competitive firm, Industry supply curve in the short-run, Elasticity and market supply, Industry long-run supply curve, Profits and producer's surplus in the long-run [18]

Analysis of Competitive Markets-II: Evaluation of government policies- consumer and producer surplus, Efficiency of a competitive market, Minimum prices, Price support and Production quotas, Competitive factor market- the market demand and market supply of inputs, Equilibrium in a competitive factor market [16]

Monopoly, Monopsony and Monopolistic Market: Characteristics of Monopoly, Output decision of a monopolist- short-run and long-run equilibrium, Equilibrium of a multiplant Monopolist, Monopoly power and its sources, Deadweight loss from monopoly power, Natural monopoly, Monopsony and monopsony power, Price discrimination, Selling cost and excess capacity in monopolistic competition [18]

Text Book:

1. Ahuja H. L. Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press

EM 252 Macro Economics-II 3-1-0-4

Theories of Consumption and Investment: Consumption function, Absolute, relative, permanent and life cycle income hypothesis, Decisions to invest- Autonomous and Induced investment, MEC and MEI schedule, Profit and accelerator theories of investment, Rate of interest and Rate of investment, Role of finance beyond the interest rate [18]

Neo-classical and Keynesian Synthesis: Neo-classical and Keynesian views on interest, IS-LM approach of interest rate, Elasticity and shifts of IS and LM schedules, Extension of IS-LM model with government sector, Relative effectiveness of monetary and fiscal policies, Crowding out hypothesis, Extension of IS-LM models with labour market and flexible prices [17]

Open Economy Models: International flows of capital and goods, Saving and investment in an open economy, Mundell-Fleming model - Asset markets, Expectations and exchange rates, Open economy under floating and fixed exchange rates, Open economy and policy measures: fiscal, monetary and trade policies [17]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 262 Development Economics-II 3-1-0-4

Economic Development and Institutions: The choice of technology, Appropriate technology and employment in LDCs, Efficiency of small-scale vs. large-scale production, Markets and market failure, State and state failure, Issues of good governance, Need for investment criteria in LDCs: Types, Cost Benefit Analysis, Alternative investment criteria [17]

International aspects of Economic Development: International trade as an engine of growth, Static and dynamic gains from trade, Prebisch, Singer and Myrdal theses vs. free trade, Export-led growth, Tariffs and effective protection, WTO and developing countries, External resources, FDI, Aid vs. trade, Need for planning, Types – Democratic, Decentralized and Indicative planning, Micro-level planning [17]

Development and Environment: Environment- Economy linkage, Environment as a necessity and luxury, Population environment linkage, Allocation problem, Market failure for environmental goods, Environment as a public good, Common Property Resources, Property right approach to environmental problem-property rights approach, Property rights and environmental problems, Coarse theorem, Coarse theorem and transaction cost, Prevention, Control and abatement of pollution, Concept and indicators of sustainable development [18]

Text Book:

1. Ghatak, S: An Introduction to Development Economics, Allen and Unwin, London.

References:

1. Todaro, M. P. Economic Development, Longman, London.
2. Thirwal, A. P. Growth and Development, Macmillan, U. K.
3. Kindleberger, C. P. Economic Development, McGraw Hill, New York.
4. Myint, H. Economic Theory and Underdeveloped Countries. Oxford University Press,New York.
5. Adelman, I. Theories of Economic Growth and Development. Stanford University Press, Stanford.
6. Behrman, S. and Srinivasan T. N. Handbook of Development Economics. Vol.I to III, Elsevier, Amsterdam.
7. Mishra and Puri: Growth and Development, Himalya Publishing House, Delhi.

EM 272 Data Analysis-II 1-0-4-3

Multivariate Analysis: Multiple regression and correlation analysis, Multiple standard error of estimate, ANOVA table and its interpretation, Adjusted coefficient of determination, Evaluating the assumption of Multiple regression on Excel and SPSS statistical package [21]

Hypothesis Tests: One-tailed and Two-Tailed tests of significance: *t-test*, *ANOVA*, *Chi-Square-test* and explanation of result on Excel and SPSS statistical package [18]

Text Books:

1. Lind, Marchal and Wathen: Basic Statistics for Business & Economics, McGraw Hill, New Delhi.
2. Darren, G.: SPSS for Windows Step by Step: A Simple Guide and References 18.0 update (11th edition), Prentice Hall, New Delhi.

References:

1. Jaggia and Kelly : Business Statistics, McGraw Hill, New Delhi.
2. Bowerman, O'Connell and Murphree : Business Statistics in Practice, McGraw Hill, New Delhi.
3. Doane and Seward: Applied Statistics in Business and Economics, Tata McGraw-Hill, New Delhi.
4. Davis and Pecar: Business Statistics using EXCEL, Oxford University Press, New Delhi.

EM 232 Indian Economy-II 3-0-0-3

Important Areas of Concern: Poverty and inequality, Unemployment, Rising prices, Industrial relations [07]

Agriculture: Nature and importance, Trends in agricultural production and productivity, Factors determining productivity, Land Reforms, New agricultural strategy and green revolution, Rural credit, Agricultural marketing [10]

Industry: Industrial development during the planning period, Some Major Industries in India-Iron and Steel, Sugar Industry. Industrial licensing policy — MRTP Act, Competition Act, FERA and FEMA, Growth and problems of small-scale industries, Role of public sector enterprises in India's industrialization [10]

External Sector: Role of foreign trade, Trends in exports and imports; Composition and direction of India's foreign trade, Balance of payments crisis and the New economic reforms — Export promotion measures and the new trade policies, Foreign capital — FDI, Aid, Multinational corporations (MNCs) [12]

Text Book:

1. Mishra and Puri (Latest Edition): Indian Economy, Himalaya Publication, New Delhi.

References:

1. R Dutt and K P M Sundaram: Indian Economy, S Chand.
2. A.N.Agarwal: Indian Economy, Problems of Development and Planning, New Age.
3. Planning Commission: Eleventh Five Year Plan, Vol I, II and III, Academic Foundation.
4. Government of India: Economic Survey (latest issue).

BS.21.262 **Contemporary Economic Issues** **3-0-0-3**

Course Objective

The course seeks to familiarize students with basic concepts related to the Economic Survey and Union Budget. It aims to equip students with sufficient knowledge and skills to analyse these documents.

Course Content

Concepts: Fiscal policy, areas of government spending in India, Capital and revenue expenditure, plan and non-plan expenditures, Deficits (fiscal, primary, revenue), impact of fiscal deficits on the economy, Capital receipts, revenue receipts, tax and non-tax revenue, direct and indirect taxes, need for rationalisation of tax structure, Goods and Services Tax (GST) [12]

Concepts: Actual, revised and budget estimates, Zero-base budgeting, Gender budgeting, Fiscal devolution and center-state financial relations. [07]

The economic survey: Analysis of current and past policy emphasis. [06]

The union budget: Need for the budget, understanding the process of budget making in India, Analysis of fiscal and revenue deficits, Analysis of sources of revenue and expected growth in revenue, tax simplification, improvement in administration, expansion of tax net and other measures to improve revenue receipts, Analysis of expenditure pattern and expected growth in expenditure, thrust areas of budget, sectors that have received higher/lower shares of expenditure, the reasons and consequences thereof, steps proposed to ensure effective spending [14]

Text Books

1. Mukherjee, P. (2012). Budget making. In K. Basu, A. Maertens (eds.): *The new Oxford companion to economics in India*. Oxford University Press.
2. Chakraborty, P. (2015). Intergovernmental fiscal transfers in India: Emerging trends and realities. In P. Patnaik (ed.): *Macroeconomics*. Oxford University Press.

References:

1. Centre for Budget and Governance Accountability. Recent reports.
2. Dasgupta, D., De, S. (2012). *Fiscal deficit*. *In The new Oxford companion to economics in India*. Oxford University Press.
3. Kapila, U. (2016). *Fiscal and budgetary developments in Indian economy since independence*. Academic Foundation.
4. Ministry of Finance. Economic and social classification of the budget.
5. Ministry of Finance. Economic survey (latest).
6. Ministry of Finance. Finance Commission report (latest).
7. Ministry of Finance. Union Budget.
8. Mukherjee, S. (2015). *Present state of goods and services tax (GST) reform in India*. Working Paper No. 154. National Institute of Public Finance and Policy.
9. Reddy, Y. (2015). *Continuity, change and the way forward: The fourteenth finance commission*. Economic and Political Weekly, 50(21), 27- 36.
10. Spiegel, M. (2003). *Theory and problems of probability and statistics*. Chapter 19. McGraw-Hill.

Note: Latest edition of text book and references must be used.

Mody University Elective **3-0-0-3**
Offered by different Schools of University

Autumn Semester-Third Year

EM 371 Micro Economics-III 3-0-0-3

Game Theory: Game Theory: The pay-off matrix of a game, Two person zero sum and constant – sum game, Pure strategy and saddle point solutions, Concept of Nash equilibrium, Method of dominance and mixed strategies, Prisoner's Dilemma and the Commons problem [12]

Oligopoly: Characteristics and sources of oligopoly, Price and Output Determination under Oligopoly, Duopoly, Kinked Demand curve, Collusive Oligopoly: Cartels-Joint profit maximization and market sharing; Price Leadership – model of low cost firm, large dominant firm and barometric price leadership, Concepts of single and multiple basing point price system [13]

General Equilibrium and Welfare Economics: Interrelations and Interdependence of Markets, General Equilibrium in Exchange and Production, General Equilibrium in Competitive Product Market, Pareto optimality, Competitive equilibrium and pareto optimality, Welfare theorems, Social welfare functions, Concept of fairness, Arrow's impossibility theorem [14]

Text Book:

1. Ahuja H. L: Advanced Economic Theory, S Chand & Sons, New Delhi.

References:

1. Pindyck R S. and Rubinfeld D. L. Micro Economics. Prentice Hall, India.
2. Koutsoyiannis, A: Modern Microeconomics, ELBS.
3. Kreps, D. (1990): A Course in Microeconomic Theory. Princeton, N.J.: Princeton University Press.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. D. N. Dwivedi. Micro Economics Theory and Applications. Pearson Education.
6. Nicholson Walter and Snyder Christopher, Microeconomic Theory-Basic Principles and Extensions, Cengage Learning.
7. Maddala G. S. and Miller E. Micro Economics. McGraw-Hill International Editions.
8. Varian H. R. Intermediate Micro Economics: A Modern Approach, Affiliated East -West Press.

EM 381 Public Finance-I 3-0-0-3

Public Goods: Meaning and scope of public finance, Public finance vs. private finance, Fiscal functions allocation, Distribution and stabilisation role of government, Public goods - pure and partial public goods, Private goods and merit goods, Characteristics of public goods, Rationale of public provision of public goods, Free rider problem and externality, Role of government – taxes vs. regulation, Fundamental principle of public finance – Maximum Social Advantage [12]

Public Expenditure: Classification and growth of public expenditure, Wagner's law of increasing state activity, Peacock- Wiseman Hypotheses, Canon of public expenditure, Effects of public expenditure on production, Distribution and economic activities, Public sector pricing policy-average cost and marginal cost pricing, Criteria for public investment- Social cost-benefit analysis, Evaluation under risk and uncertainty [13]

Public Revenue: Sources and classification of public revenue- tax and non tax revenue, Direct and indirect taxes, Effects of tax on production, Distribution and economic activities, Principles of taxation – Benefit theory, Ability to pay theory, Burden of taxation, Neutrality in taxation, Shifting and incidence of taxation, Taxable capacity, Allocative and equity aspect of taxation [14]

Text Book:

1. Tyagi, B.P. Public Finance (Latest edition), Jai Prakash Nath & Company, Meerut.

References:

1. Atkinson and Stiglitz. Lectures on Public Economics.
2. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
3. Musgrave, R.A, The Theory of Public Finance.
4. Houghton J. M. The Public Finance: Selected Reading, Penguin.
5. Goode R. Government Finance in Developing Countries. Tata McGraw Hill.
6. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
7. Musgrave, R.A. Public Finance in Theory and Practices. McGraw Hill.

EM 391 Elementary Econometrics 3-0-0-3

Introduction: Definition, Nature and Methodology of Econometrics [6]

Regression Models: Two-variable linear regression model, Assumptions, OLS method of estimation, Importance of stochastic error term, Gauss-Markov theorem, Standard Errors of regression coefficients, Concepts and derivation of R^2 and adjusted R^2, ANOVA, Normality assumptions, Maximum likelihood estimation, K-variable linear regression model, estimation of the model [18]

Problems in Regression Analysis: Multicollinearity- sources, effects, detection and solution; Heteroscedasticity- tests, consequences, solution; Autocorrelation- sources, consequences, detection, remedies [15]

Text Book:

1. Gujrati, D.N. & Sangeetha : Basic Econometrics, Tata McGraw Hill Education Private Limited, New Delhi.

References:

1. Koutsoyiannis, A.: Theory of Econometrics, Macmillan Press Ltd, London.
2. Johnston, J. & Dinardo, J.: Econometric Method, Wiley & Sons, New York.
3. Woolridge, J.F. : Introductory Econometrics: A Modern Approach, South-Western College Publication, Mason.
4. Gupta S.C and Kapoor V.K., Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.
5. Kmenta J., Elements of Econometrics, University of Michigan Press.

EM 303 International Economics-I 3-0-0-3

Importance of Trade and Trade Theories: Importance of the study of International Economics, Inter-regional and international trade, Theories of absolute advantage, Comparative advantage and opportunity cost, Factor Endowments and Heckscher-Ohlin theory of trade — its main features, assumptions and limitations, Empirical studies - Leontief Paradox, Rybzynski effect, Factor price equalization and Stolper-Samuelson Theorem [13]

Trade and Economic Growth: Gains from trade— their measurement and distribution, Technical Progress and International Trade, Growth and Trade: Small and Open country cases, Concepts of terms of trade and their importance in the theory of trade, Doctrine of reciprocal demand — its importance and limitations in the theory of trade [14]

International Trade Policy: Trade restrictions: Tariff, Partial Equilibrium analysis of Tariff, Theories of Tariff structure, Import Quotas and other Non-tariff barriers, Economic Integration: Customs Union and Free Trade Areas, WTO and India [12]

Text Book:

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London.

References:

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Walter, Krause : International Economics, Houghton Miffin Publisher, Boston.
5. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.
6. Mithani, D.M.: International Economics, Himalya Publishing House, Delhi.

EM 313 Monetary Economics-I 3-0-0-3

Demand for Money: Classical and Keynesian approaches to demand for money, Post-Keynesian approaches to demand for money — Patinkin and the Real Balance Effect, Approaches of Baumol and Tobin, Friedman and the modern quantity theory [13]

Supply of Money: RBI approach to money supply, High powered money and money multiplier, Money supply and open economy, Mechanistic and behavior model of money supply, Control of money supply [13]

Commercial Banking: Meaning, Functions of commercial banks, the process of credit creation and its limitations, Balance sheet of Commercial banks, Investment policy, Recent reforms in banking sector in India [13]

Text Book:

1. Hajela, T N (2008). Monetary Economics, Konark Publisher Pvt. Ltd., New Delhi.

References:

1. Lewis M. K. and P.D.Mizen (2000): Monetary Economics, Oxford.
2. Jadhav Narendra (2006): Monetary Policy, Financial Stability & Central Banking, Macmillan.
3. Baye and Jansen(1996): Money, Banking and Financial Markets, AITBS.
4. Gail E. Makinen (1978): Macroeconomics: Concepts, Theories and Policies, Money, The Price Level and Interest Rate, Prentice hall India Ltd.
5. David E.W.Laidler(1977): The Demand for Money: Theories & Evidence, Dun-Donnelly.
6. O. P. Kotwal (1987): Theories of Inflation: A Critical Survey, Tata-McGraw-Hill Publishing Co. Ltd.
7. Ackley G, (1978): Macroeconomics: Theory & Policy, New York, Macmillan.

Spring Semester-Third Year

EM 372 Macro Economics-III 3-0-0-3

New Classical Macroeconomics: The new classical critique of micro foundations, New classical approaches- the Phillips curve, Natural rate of unemployment, Rational expectations, Lucas on micro foundation of macroeconomics, Policy implications of new classical approach — empirical evidence [14]

Theories of Growth: Harrod-Domar model- instability of equilibrium, Solow and Kaldor growth models, Technological progress - embodied and disembodied technical progress: Hicks and Harrod approach [12]

Business Cycle: Nature and characteristics of business cycle, Schumpeterian theory of business cycle, The concept of accelerator, Samuelson and Hicks multiplier-accelerator interaction model, Monetary and Overinvestment theories, Control of trade cycles [13]

Text Book:

1. Ahuja H. L: Macro Economic Theory and Policy, S Chand & Sons, New Delhi.

References:

1. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
2. Ackley, G. (1976), Macroeconomics: Theory and Policy, Macmillan Publishing Company.
3. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
4. Stonier, A.W. and D.C. Hague (1972): A Textbook of Economic Theory, ELBS & Longman Group, London.
5. Errol D'Souza, Macro Economics, Pearson Education, 2009.
6. D. Dasgupta. The Macroeconomy, Oxford University Press, 1997
7. Hejidra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press.
8. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.

EM 382 Public Finance-II 3-0-0-3

Public Debt: Sources of public borrowing, Importance of public borrowing, Effects of public debt, Tax vs. Debt, Burden of public debt-classical approach, Shifting of debt burden, Intergenerational shifting, Methods of debt redemption, Debt management [12]

Budget: Concepts, Balanced vs. unbalanced budget, Balanced budget theorem and its criticism, Budgetary deficits and their limitations, Budget as an instrument of Economic policy, Zero based budgeting, Salient features of the recent union budget of India [13]

Issues in Indian Public Finance: Black money, Taxation of agriculture, Subsidies, Tax reforms in India: DTC and GST, Tax evasion, Trends in deficit spending, Expenditure reform, Shrinking size of development finance through budgets, Financial autonomy: centre state financial relation [14]

Text Book:

1. Tyagi, B.P. Public Finance (Latest edition), Jai Prakash Nath & Company, Meerut.

References:

1. Atkinson and Stiglitz. Lectures on Public Economics.
2. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
3. Musgrave, R.A, The Theory of Public Finance.
4. Houghton J. M. The Public Finance: Selected Reading, Penguin.
5. Goode R. Government Finance in Developing Countries. Tata McGraw Hill.
6. Ghosh Ambar and Ghosh Chandana Economics of the Public Sector, PHI.
7. Musgrave, R.A. Public Finance in Theory and Practices. McGraw Hill.

EM 392 Applied Econometrics 3-1-0-4

Regressions with Qualitative Independent Variables: Dummy variable technique — Testing structural stability of regression models comparing to regressions, Interaction effects, Seasonal analysis, Piecewise linear regression, Use of dummy variables, Regression with dummy dependent variables — Applications [16]

Time Series Analysis: Stationarity, unit roots, Co-integration-spurious regression, Dickey-Fuller test, Engle-Granger test, Random walk model, Forecasting with ARIMA modelling, Box-Jenkins methodology, Vector Autoregression, Problems with VAR modelling — Applications [19]

Panel Data Techniques: Panel data techniques — Random coefficients model, Fix effects model, Random effect model [17]

Text Book:

1. Gujrati, D.N. & Sangeetha : Basic Econometrics, Tata McGraw Hill Education Private Limited, New Delhi.

References:

1. Koutsoyiannis, A.: Theory of Econometrics, Macmillan Press Ltd, London.
2. Johnston, J. & Dinardo, J.: Econometric Method, Wiley & Sons, New York.
3. Woolridge, J.F. : Introductory Econometrics: A Modern Approach, South-Western College Publication, Mason.
4. Gupta S.C and Kapoor V.K., Fundamentals of Mathematical Statistics, Sultan Chand & Sons, New Delhi.
5. Kmenta J., Elements of Econometrics, University of Michigan Press.

EM 304 International Economics-II 3-0-0-3

Exchange Rate: Concept and Types of Exchange Rate, Fixed versus Flexible exchange rate, Demand for and Supply of foreign exchange, Exchange Rate Determination: Trade or Elasticity Approach, Purchasing-Power Parity Theory, The Monetary Model to Exchange Rates, Asset or Portfolio Model of Exchange Rates, [13]

Balance of Trade and Payments: Concepts and components of balance of trade and balance of payments, Equilibrium and disequilibrium in balance of payments, Consequences of disequilibrium in balance of payments, Various measures to correct deficit in the balance of payments, Monetary approach to Balance of Payments, Concept and implications of foreign trade multiplier [14]

International Economic Institution: Functions of GATT/WTO (TRIPS, TRIMS), UNCTAD, IMF, World Bank and Asian Development Bank — achievements and failures, Forms of economic co-operation, Reforms for the emergence of international monetary system and trading blocs at the global level [12]

Text Book:

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London.

References:

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Walter, Krause : International Economics, Houghton Miffin Publisher, Boston.
5. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.
6. Mithani, D.M.: International Economics, Himalya Publishing House, Delhi.

EM 314 Monetary Economics-II 3-0-0-3

Central Banking: Functions of a central bank, Quantitative and qualitative methods of credit control — The Reserve Bank of India: Roles and Functions, Monetary Policy of the RBI, Liquidity Adjustment Facility (LAF), Limitations of monetary policy of RBI [13]

Financial Markets: Structure of money market and capital market — Call money market, Treasury bill market, Commercial bill market including commercial paper and certificate of deposits, Government securities market, Primary and secondary market for securities [12]

NBFIs: Definition and Types of NBFIs: UTI, Mutual Funds, Insurance Companies, Provident Funds and Pension Funds, Growth and impact of NBFIs, Control of NBFIs, The Securities and Exchange Board of India - Genesis, Organization, Objectives and Functions, Performance of SEBI, IRDAI and its role in financial markets, Financial Sector reforms in India [14]

Text Book:

1. Hajela, T N (2008): Monetary Economics, Konark Publisher Pvt. Ltd., New Delhi.

References:

1. Lewis M. K. and P.D.Mizen (2000): Monetary Economics, Oxford.
2. Jadhav Narendra (2006): Monetary Policy, Financial Stability & Central Banking, Macmillan.
3. Baye and Jansen(1996): Money, Banking and Financial Markets, AITBS.
4. Gail E. Makinen (1978): Macroeconomics: Concepts, Theories and Policies, Money, The Price Level and Interest Rate, Prentice hall India Ltd.
5. David E.W.Laidler(1977): The Demand for Money: Theories & Evidence, Dun-Donnelly.
6. O. P. Kotwal (1987): Theories of Inflation: A Critical Survey, Tata-McGraw-Hill Publishing Co. Ltd.
7. Ackley G, (1978): Macroeconomics: Theory & Policy, New York, Macmillan.

EM 324 Financial Economics 3-0-0-3

Introduction: Evolution of limited liability companies, Alternative sources of fund for a firm, Debt and equity instruments of various types- a brief discussion of advantages and disadvantages associated with each type of instrument due to asymmetric information and agency problems -Concepts of Primary market and Secondary market	[11]
Concept of Present Value and its use in Finance: Time value of money and opportunity cost of capital, Investment decisions based on the concept of present value, Basics of bond valuation, Basic of stock valuation	[10]
Financial Statement Analysis: Analysis of financial statement and ratios, Accounting concepts, Profit and loss accounts and cash flow statements, Ratio analysis	[11]
Financial derivatives: Various forms of derivatives, Functioning of derivative markets	[8]

Text Book:

1. Gupta, S.B, Monetary Economics- Institutions, Theory and Policy, S. Chand & Sons, New Delhi.

References:

1. John Hull : Fundamentals of futures and options market, Prentice Hall; 5th edition.
2. P.Chandra : Financial management theory and practice, Mc Graw Hill, (2004)
3. Bharati.V. Pathak. The Indian Financial System : Markets , Institutions and Services, Pearson Longm, 2nd edition, (2007).
4. Bhole. LM.- Financial Institutions and Markets.

MODY UNIVERSITY OF SCIENCE & TECHNOLOGY

(State University u/s 2/f of UGC Act 1956)

Curriculum Structure, Course Description, Text Books and References

of

BACHELOR OF BUSINESS ADMINISTRATION

(with Specialization)

(2019-20 Batch onwards)

Annexure – C

Programme: Bachelor of Business Administration (B. B. A.) (With Specialization)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

No. of Seats: 60

Main objectives of the new programmes are -

- To provide in-depth knowledge to the students in a specific business area
- To keep pace with the changing environment
- To enhance the quality of placement for the students
- To help them in choosing their area of specialization when pursue higher studies in future

BBA (MARKETING)

BBA with Marketing specialization is a 3-year undergraduate programme which aims at teaching students the basic and the most important marketing skills to promote, firms, products and brands, and prepares them for the industry environment.

BBA (HUMAN RESOURCE MANAGEMENT)

BBA with Human Resource Management specialization is a 3-year undergraduate programme which aims at teaching students the skills to ensure that a company's most important asset—its human capital—is being nurtured and supported through the creation and management of programs, policies, and procedures, and by fostering a positive work environment through effective employee-employer relations.

BBA (FINANCIAL SERVICES)

BBA with Financial Services specialization is a 3-year undergraduate programme which aims at teaching students the various nuances of finance, investments, risks and other financial products.

BBA (TOURISM MANAGEMENT)

The BBA (Tourism Management) programme exposes students to the different aspects of tourism and travel industry. Industrial tie-ups would provide a platform for practical training of the students, so that they can be more confident to perform their jobs and can be an asset to their organisations.

The curriculum of the first two years of the above programs have been aligned with the curriculum of the first two years of the revised BBA programme.

In the third year, student would be free to choose any six elective courses from one of the four Discipline Specific Electives (DSE's) viz. Marketing Management, Human Resource Management, Financial Services and Tourism Management.

The first batch of the programme in MUST is proposed to be admitted in the session 2019-2020.

Input Qualification:

Candidate should have passed 10+2 from a recognized Board with proficiency in English.

Evaluation Procedure:

All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate Programmes shall be followed.

Bachelor of Business Administration (With Specioalization)

Programme Level: Undergraduate **Duration:** Three Years (Six Semesters)

BBA with Specialization (Finance/Marketing/HR/Tourism)

Three-Year Programme

Academic Curriculum (2019-20 onwards)

First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	BS 111	Evolution of Indian Business	3	-	-	3	3	25	25	50
	BS 121	Principles of Management	3	-	-	3	3	25	25	50
	BS 131	Microeconomics	3	-	-	3	3	25	25	50
	BS 141	Statistics for Business Decisions	3	-	-	3	3	25	25	50
	Ability Enhancement Compulsory Courses									
	MDC 003	Environmental Studies	3	1	-	4	3	25	25	50
	Generic Course									
	BS 151	Business and Corporate Laws	3	-	-	3	3	25	25	50
		Sub Total	**18**	**1**	**-**	**19**				
	GE 103	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	BS 112	Organisational Behaviour	3	-	-	3	3	25	25	50
	BS 122	Macroeconomics	3	-	-	3	3	25	25	50
	BS 132	Marketing Management – I	3	-	-	3	3	25	25	50
	BS 142	Business Accounting	3	-	-	3	3	25	25	50
	Ability Enhancement Compulsory Courses									
	BC 152	Business Communication	3	-	-	3	3	25	25	50
	Generic Course									
	BS 152	Enterpreneurship Development	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	GE 104	Proficiency (Non-Credit) #				1				

BBA with Specialization (Finance/Marketing/HR)
Three-Year Programme
Academic Curriculum (2019-20 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	BS 211	Marketing Management – II	3	-	-	3	3	25	25	50
	BS 221	Human Resource Management – I	3	-	-	3	3	25	25	50
	BS 231	Management Accounting	3	-	-	3	3	25	25	50
	BS 261	Financial Management – I	3	-	-	3	3	25	25	50
	Skill Enhancement Compulsory Courses									
	BC.21.281	Design Thinking	3	-	-	3	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	BS 251	Production and Operations Management	3	-	-	3	3	25	25	50
		Sub Total	**21**	**-**	**-**	**21**				
	GE 203	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	BS 212	Human Resource Management – II	3	-	-	3	3	25	25	50
	BS 222	Business Research	3	-	-	3	3	25	25	50
	BS 262	Financial Management – II	3	-	-	3	3	25	25	50
	BS 242	Computer Applications in Business	3	-	-	3	3	25	25	50
	Skill Enhancement Course									
	BS.21.262	Contemporary Economic Issues	3	-	-	3	3	25	25	50
		Mody University Elective*	3	-	-	3	3	20	-	80
	Generic Course									
	BS 252	Business Ethics and Corporate Governance	3	-	-	3	3	25	25	50
		Sub Total	**21**	**-**	**-**	**21**				
	GE 204	Proficiency (Non-Credit) #				1				

Annexure – C

BBA with Specialization (Finance/Marketing/HR/Tourism)
Three-Year Programme
Academic Curriculum (2019-20 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	BS 311	International Business	3	-	-	3	3	25	25	50
	BS 321	Quantitative Techniques for Management	3	-	-	3	3	25	25	50
	BS 361	Business Policy and Strategy	3	-	-	3	3	25	25	50
		Elective – I	3	-	-	3	3	25	25	50
		Elective – II	3	-	-	3	3	25	25	50
		Elective – III	3	-	-	3	3	25	25	50
	BS 341	Summer Internship Project**	-	-	-	6	-	-	-	100
		Sub Total	**18**	**-**	**-**	**24**				
	GE 303	Proficiency (Non-Credit) #				1				

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	BS 312	E-Commerce	3	-	-	3	3	25	25	50
	BS 322	Project Management	3	-	-	3	3	25	25	50
	BS 332	Basics of Taxation	3	-	-	3	3	25	25	50
		Elective – IV	3	-	-	3	3	25	25	50
		Elective – V	3	-	-	3	3	25	25	50
		Elective – VI	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
		Total Credits	**114**	**1**	**-**	**121**				
	GE 306	Proficiency (Non-Credit) #				1				

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE*** *: End Term Examination*

The university offers five foreign languages, i.e. Chinese, French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

**The university offers CBCS (Mody University Elective)which a student require to select any one in one in autumn and one in spring second year.*

***A student will go for Summer Internship after Second year and Evaluation of Summer Internship Project would comprise of Report and Viva-voce.*

Annexure – C

DISCIPLINE SPECIFIC ELECTIVE COURSE[@] : A Student would be free to choose any Six papers from ONE group. The COURSE offers **FOUR** groups viz. Finance (DSE - I), Marketing (DSE - II) and Human Resource (DSE - III)			
S.No.	**Financial Services (DSE-I)**	**Marketing (DSE-II)**	**Human Resource (DSE-III)**
1.	**FS 311:** International Finance	**MK 311:** Advertising and Brand Management	**HR 311:** Recruitment and Selection
2.	**FS 321:** Investment Banking and Financial Services	**MK 321:** Retail Management	**HR 321:** Performance Management
3.	**FS 331:** Investment Analysis and Portfolio Management	**MK 331:** Marketing of Services	**HR 331:** Labour Legislation
4.	**FS 341:** Strategic Fianancial Management	**MK 341:** International Marketing	**HR 341:** Training and Development
5.	**FS 312:** Financial Institutions and Markets	**MK 312:** Personal Selling and Sales Force Management	**HR 312:** Strategic HRM
6.	**FS 322:** Tax Planning	**MK 322:** Rural Marketing	**HR 322:** Cross Cultural HRM
7.	**FS 332:** Derivatives and Risk Management	**MK 332:** Distribution and Supply Chain Management	**HR 332:** Talent and Knowledge Management
8.	**FS 342:** Business Analysis and Valuation	**MK 342:** Customer Relationship Management	**HR 342:** Negotiation Skills for Managers

[@] *A(n) discipline/elective course shall be offered only when a minimum of 10 students opt for it*

FIRST YEAR
AUTUMN SEMESTER
(Semester – I)

BS 111 **Evolution of Indian Business** **3-0-0-3**

Course Objective

To understand the irreducible complexity of organizing business in society and to highlight the importance of strategic decisions by business actors in response to changing business context.
The study the business history in India provides an engaging account of the business methods and families that makes Indian business what it is today.

Course Content

Indian business at the time of colonization: Early colonial rule and the fate of indigenous merchants in different parts of India. The origins of Agency houses and their failure in Calcutta in early nineteenth century, Indian partners and early entrepreneurial initiatives, The maturation of the managing agency system and their decline in the twentieth century. [07]

The Rise and Maturation of Indian Industry: The rise of Indian industry in Western India—profits from opium trade and the rise of cotton textile industry in the second half of the nineteenth century, British dominance of industry in Eastern India, Multinationals, Agency houses and rise of Marwari industrialists in Eastern India in the early twentieth century, The impact of two World Wars and the Great Depression on the rise of Indian industry, Swadeshi enterprises and other challenges to British domination of business. [07]

Indigenous capital and the bazaar economy: Between traditional subsistence economy and the modern European enclave economy, Traditional commission agencies (arhat) and financial instruments (hundi). The cotemporary relevance of the concept of the bazaar economy, Dominant business communities in colonial India—Parsees, Marwaris and Nattukottai Chettiars. [08]

Independent India and the planning period: The conceptual division of the economy into sectors and the place of private industry in economic planning, Growth of traditional big business groups during the Nehru era, Development of capitalism, The story of powerloom, The external environment -Sterling balances controversy and the loss of access to capital for investment in the early plan period. The restrictions on private business in late 1960s through 1970s and business response. [09]

Alternative models of business success: Case studies - Amul and the cooperative model, Maruti and the state-initiated revolution in the automobile market, Industrial cluster in the Tiruppur area, Evolution of Indian business groups in the post-reforms era, The salience of family business, The rise of new industrial elites, Trends in industrial concentration, History of the software industry. [08]

Text Books

1. Tripathi Dwijendra and Jumani Jyoti, *"The Concise Oxford History of Indian Business"*, 1st Edition, Oxford University Press, India.

References:

1. Piramal Gita, *"Business Maharajas"*, Penguin India.
2. Tripathi Dwijendra and Jumani Jyoti , *"The Oxford History of Contemporary Indian Business"*, Oxford University Press.
3. Kudaisya M (ed), *"The Oxford India Anthology of Business History"*, Oxford University Press, New Delhi.

Note: Latest edition of text book and references must be used.

BS 121 **Principles of Management** **3-0-0-3**

Course Objective

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Content

Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management. [08]

Planning: Types of Plan, Objectives of Planning, Planning process, SWOT, **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making. [12]

Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing. [12]

Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control. [07]

Text Books

1. Koontz, H. and Weihrich, H. "*Essentials of Management"*, Pearson Education.
2. Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi

References:

1. Luthans, F., "*Introduction to Management"*, McGraw Hill.
2. Robbins, S. and Coulter, M."*Management"*, Pearson Education.
3. Drucker P. F., "*Practice of Management"*, Mercury Books, London.
4. Griffin, R.W. "*Management Principles and Application"*, Cengage Learning
5. Louis, A.Allen. "*Management and Organization"*, Mc Graw Hill, Tokyo.

Note: Latest edition of text book and references must be used.

BS 131 **Microeconomics** **3-0-0-3**

Course Objective

To acquaint the students with the concepts of microeconomics dealing with consumer behaviour and producer behaviour and also understand the behaviour of firms under different market structures

Course Content

Consumer Behaviour and Elasticity of Demand: Basic demand and supply analysis; Elasticity of demand: price, income and cross elasticity, point elasticity and arc elasticity, marginal revenue, average revenue and price elasticity of demand; Ordinal utility analysis of consumer behaviour: Budget line and indifference curve, consumer equilibrium. Income consumption curve and Engel curve, Price consumption curve and derivation of demand curve, Income and Substitution Effects of a price change; Consumers' Surplus; Revealed Preference theory. [08]

Production and Cost: Total, average and marginal product curves, Three stages of production, Production isoquants, marginal rate of technical substitution, economic region of production, Isocost lines, optimal combination of resources, the expansion path, returns to scale; **Cost of Production** - Concept of explicit costs, implicit costs and opportunity costs of production, derivation of short run and long run cost curves. Economies and Diseconomies of scale and the shape to the long run average cost. Learning curve and economies of scope. [12]

Perfect Competition: Assumptions, Equilibrium of the firm and the industry in the short run, Supply curve of firm and industry in the long run. Consumers' and Producers' Surplus and the efficiency of perfect competition. Welfare effects of an excise tax. [06]

Imperfect Competition: Monopolistic competition - price and output decision in the short run and long run, monopolistic competition and economic efficiency.

Monopoly: Monopoly short run and long run equilibrium. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. Comparison of pure competition and monopoly and the social costs of monopoly power including deadweight loss. Degree of price discrimination.

Oligopoly and Interdependence: Cournot's duopoly model (with reaction curves), kinked demand curve model, dominant firm price-leadership model, centralized cartels. [13]

Text Books

1. Dwivedi, D. N., "*Principles of Economics*", Vikas Publishing House New Delhi.
2. Deepashree, "*Microeconomics-Theory & Applications"*, Mc Graw Hill, New Delhi.

References:

1. Salvatore, Dominick, "*Principles of Microeconomics"*, Oxford International Student Edition.
2. Gould, J.P., and Lazear, E.P., "*Microeconomic Theory"*, All India Traveller Bookseller, New Delhi.
3. Pindyck, R.S., D. L. Rubinfeld and Mehta, P. L., "*Microeconomics"*, Pearson Education.
4. Koutsoyiannis A., "*Modern micro-economics*", Macmillan New Delhi.
5. Stigler, G., "*The Theory of price*", Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

BS 141 **Statistics for Business Decisions** **3-0-0-3**

Course Objective

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making.

Course Content

Introduction to Statistics: Meaning, Definition, Scope, uses and limitations of statistics, Collection of primary and secondary data, Classification and tabulation of data, Graphs of frequency distribution and Curves. **Measures of Central Tendency** - arithmetic mean, geometric mean and harmonic mean. Median and Mode (and other partition values including quartiles, deciles, and percentiles). [10]

Measures of Dispersion: absolute and relative, Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance. **Moments** - Calculation and significance,Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis. [09]

Correlation Analysis - Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; Rank Correlation **Regression Analysis** - Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression. [13]

Index Numbers: Meaning and uses of index numbers. Construction of index numbers: fixed and chain base: univariate and composite. Aggregative and average of relatives – simple and weighted, Tests of adequacy of index numbers, Base shifting, splicing and deflating, Problems in the construction of index numbers, Construction of consumer price indices. Important share price indices, including BSE SENSEX and NSE NIFTY. [07]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hill New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods",* Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business"*, Cengage Learning.

Note: Latest edition of text book and references must be used.

MDC 003 **Environmental Studies** **3-1-0-4**

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [02]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [06]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature.

Suggested Case studies:
i) Cultural Basics of our Environmental Crisis:
ii) Ecofeminism [06]

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources.

Suggested Case Studies:
i) What has posterity ever done for me?
ii) Energy policy and further future: The identity problem [05]

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides.

Suggested Case Studies:
i) The tragedy of commons:
ii) We all live in Bhopal
iii) The Silent Spring; [06]

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in India. Population growth, variation among nations. Population explosion—Family

Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply [06]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.

Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it. [06]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
e. **Judicial activism** [11]

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district [04]

Text Books

1. Cunningham William P. Saigo B Woodworth, *Environmental Science: A Global Concern*, McGraw-Hill Higher Education; Sixth Edition
2. Odum E. P. Barret G.W "*Fundamental of Ecology"*, 5 th Edition Cengage Learning.

References:

1. S.C Shastri "*Environmental Law*"5th Ed EBC Explorer, India.
2. , C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, "*Introduction to Psychology"* International Student edition, Tata McGraw Hill, New Delhi.
3. E.F.Schumacher, Blond and Briggs, "*Small is Beautiful: Economics as if People Mattered"* London.
4. Heywood V.H. & Watson R.T. 1995. "*Global biodiversity assessment"*, Cambridge Univ. Press
5. "*Our Common Future*", Report on World Commission on Environment and Development United Nations Document.
6. Al Gore, "*Dysfunctional Civilization: The Earth in Balance"*, Houghton, Mifflin.
7. Lester Brown, Christofer Favin, Sandra Postel, "*Vision of a Sustainable World"*, The Worldwatch Reader, Ed Lester R. Brown New York
8. W.P. Pruden and S.H. Anderson, "*Environmental Sciences"*, Charles. E., Meredith Publication, NY, USA

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

BS 151 **Business and Corporate Laws** **3-0-0-3**

Course Objective

The objective of the course is to impart basic knowledge of the important business and corporate laws along with relevant case law.

Course Content

The Indian Contract Act, 1872: Contract – meaning, characteristics and kinds; Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects; Void agreements; Discharge of contract – modes of discharge including breach and its remedies; Contingent contracts; Quasi – contracts; Contract of Indemnity and Guarantee; Contract of Bailment; Contract of Pledge; Agency.	[14]
The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell; Conditions and warranties; Transfer of ownership in goods including sale by non-owners; Performance of contract of sale; Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.	[06]
The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors,Appointment, qualifications; removal of directors, company meetings.	[12]
The Limited Liability Partnership Act, 2008: Meaning and nature of limited partnership, formation, partners& their relations, extent and limitation of liability.	[02]
The Information Technology Act 2000: Definitions under the Act; Digital signature; Electronic governance; Regulation of certifying authorities; Digital signatures certificates; Duties of subscribers.	[05]

Text Books

1. Tulsian, P.C, "*Business Law"*, McGraw Hill, New Delhi.
2. Lee Reach, "*Business Laws"*, Oxford University Press, UK.

References:

1. Dr. Avatar Singh, *"Company Law",* Eastern Book Company,
2. Datta, C.R. *" Company Law"*, Lexis Nexis
3. Bare Acts, Circulars on Laws, Taxmans
4. Kuchhal. M.C., "*Business Law*", Vikas Publishing House, New Delhi
5. *Information Technology Rules 2000 with Information Technology Act 2000*, Taxmann Publications Pvt. Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

FIRST YEAR
SPRING SEMESTER
(Semester – II)

BS 112 **Organisational Behaviour** **3-0-0-3**

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content

Introduction: Organisational Theories - Classical, Neo-classical and Contemporary. Organisational Behaviour: concepts, determinants, challenges and Formal and Informal structures; Flat and Tall structures. Opportunities of OB. Contributing disciplines of OB. Organizational Behaviour Models. **Individual Behaviour:** Personality- Type A and B, Big Five personality types, Factors influencing personality; **Values and Attitudes**- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes, measurement of attitude; **Learning** - Concept and Learning theories and reinforcement, Schedules of reinforcement; **Perception and Emotions**- Concept, Perceptual process, Importance, Factors influencing perception, perceptual errors and distortions, Emotional Intelligence. [15]

Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making. Nominal group technique and Delphi technique. Communication and Feedback, Models of Communication. Transactional Analysis, Johari Window. [05]

Motivation: Meaning and Importance of motivation, Theories- Vroom's Valence - Expectancy Theory, Intrinsic motivation by Ken Thomas .Behaviour modification, Motivation and organisational effectiveness, Measurement of motivation using standard questionnaire; **Leadership, Power and Conflict:** Concept and theories, Styles of leadership, Behavioural approach, Situational approach, Leadership effectiveness. Power and conflict. Bases of power, power tactics; Sources of conflict, Conflict Resolution Strategies. [11]

Dynamics of Organisational Behaviour: Organisational Culture and climate- Concept and determinants of organisational culture. Developing Organizational culture. Organisational change- Importance, Stability vs. Change, Proactive vs Reaction Change, Change Process, Managing Change. Individual and organisational factors to stress; Work Stressors, Consequences of stress on individual and organization; Prevention and Management of stress. [08]

Text Books

1. Stephen P. Robbins, Timothy A. Judge, and Vohra Neharika, *"Organizational Behavior"*, 16th Edition, New Delhi, Pearson Education.
2. John W. Slocum and Don Hellriegel, "*Fundamentals of Organizational Behavior*", 1st Edition, New Delhi, Thomson.

References:

1. Fred Luthans ,*"Organizational Behavior-An Evidence-Based Approach"*, 12th Edition, New Delhi, McGraw Hill.
2. Margie Parikh and Rajen Gupta, *"Organizational Behavior", 1st Edition*, New Delhi, McGraw Hill.
3. Udai Pareek and Sushama Khanna, "*Understanding Organizational Behavior"*, 3rd Edition, New Delhi, Oxford University Press.

Note: Latest edition of text book and references must be used.

BS 122 **Macroeconomics** **3-0-0-3**

Course Objective

To provide the student with knowledge of basic concepts of the macro economics and modern tools of macro-economic analysis. Macroeconomics is concerned with the vital economic issues that determine your own economic well-being as well as that of whole family and everyone you know. Macroeconomics is the study of the major economic totals, or aggregates.

Course Content

Introduction: Concept and Variables of macroeconomics, Income, Expenditure and The Circular flow, Components of expenditure. Consumption, Saving and Investment and S-I approach, Multiplier (two sector) and Numerical. Static macro economic analysis short and the long run – Determination of supply, Determination of demand, and Conditions of equilibrium.
Meaning, Objective and Instruments of fiscal and monetary policy, AD-AS approach; Determination of aggregate demand, Shifts in aggregate demand, Aggregate supply in the short and long run, and Aggregate demand- Aggregate supply analysis. Economy in the short run IS–LM framework. [12]

Inflation - Causes and Effect of rising and falling inflation, Demand pull and Cost push inflation and Measures to control inflation, Inflation and interest rates, Social costs of inflation. **Unemployment** – Natural rate of unemployment, Frictional and wait unemployment. Labour market and its interaction with production system. Phillips curve, Trade-off between inflation and unemployment, Sacrifice ratio, Role of expectations adaptive and rational. [08]

Open economy – Flows of goods and capital, Saving and Investment in a small and a large open economy, Exchange rates; Fixed and Flexible, **Mundell** – Fleming model with fixed and flexible prices in a Small Open economy with fixed and with flexible exchange rates, Interest rate differentials case of a Large economy. Balance of payments, Trade balance, Current and Capital Account, Autonomous and accommodating transactions and Measures to control disequilibrium on BOP. [11]

Behavioral Foundations- Investment – Determinants of business fixed investment, Effect of tax, Determinants of residential investment and Inventory investment. **Demand for Money** – Portfolio and transactions theories of demand for Real balances, Interest and Income Elasticities of demand for real balances. Supply of money. [08]

Text Books

1. Dwivedi, D. N., "*Macroeconomics - Theory & Practice*", Tata McGraw Hill, New Delhi.
2. Ahuja, H.L., "*Business Economics*", S.Chand & Company, New Delhi.

References:

1. Dornbusch, Rudiger, and Stanley Fischer,"*Macroeconomics"*, McGraw-Hill.
2. Mankiw, N. Gregory, "*Macroeconomics",* Macmillan Worth Publishers New York, Hampshire,U.K.
3. Salvatore, Dominick. "*International Economics",* John Wiley & Sons Singapore.
4. Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
5. Olivier Blanchard, "Macroeconomics", Pearson Education, Inc.
6. Neils & Parker, "*The Essence of Business Economics*",Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

BS 132 **Marketing Management - I** **3-0-0-3**

Course Objective

The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.

Course Content

Introduction: Nature and Scope of Marketing, Importance of Marketing, The Marketing Concept, Selling vs. Marketing, Marketing Mix. [07]

Marketing Environment: Micro-Environment, Macro-Environment—Demographic, Economic, Natural, Technological, Politico-Legal and Socio-Cultural Environments, Indian Marketing Environment. [07]

Buyer Behaviour and Market Segmentation: Factors influencing Buyer Behaviour, Buying Decision Process, Profile and Features of Indian Consumers, Market Segmentation- Meaning, Levels, Bases of Segmentation. [09]

Managing the Product: Product Planning, Product Mix, Deciding Product Policy, Product Line Decisions, Product Differentiation, Brand Equity, Packaging, Labelling, Concept of Product Life Cycle, New Product Development Process.

Pricing: Pricing Objectives, Factors influencing Pricing, Types of Pricing, Pricing Procedure. [16]

Text Books

1. Kumar, Arun & N. Meenakshi, "*Marketing Management*", Vikas Publishing House.
2. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, "*Marketing Management: A South Asian Perspective*", Pearson Education.

References:

1. Chhabra, T.N & Grover, S.K; *Marketing Management*, Dhanpat Rai & Co., New Delhi
2. Palmer, Adrian, "*Introduction to Marketing*", Oxford University Press, UK
3. McCarthy, E. Jerome., and William D. Perreault, "*Basic Marketing*", Richard D. Irwin.
4. Majaro, Simon, "*The Essence of Marketing*", Prentice Hall, New Delhi.
5. Ramaswamy & Namakumari; "*Marketing Management*", Mc Millan, New Delhi.

Note: Latest edition of text book and references must be used.

BS 142 **Business Accounting** **3-0-0-3**

Course Objective

To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only). [12]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers. [08]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance. [08]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment. [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 152 **Business Communication** **3-0-0-3**

Course Objective

To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Course Content

Introduction: Nature, Process and Importance of Communication, Types of Communication (verbal & Non Verbal), Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers. **Non-Verbal Aspects of Communication:** Body language, Kinesics, Proxemics, Para language. [10]

Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter -office Memo, Notices, Agenda, Minutes, Job application letter, preparing the resume. **Effective Listening:** Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars. [10]

Report Writing: Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports. [08]

Business language and presentation: Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English. Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids. **Technology and Business Communication:** Role, effects and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e-communication. [11]

Text Books

1. Kaul, "*Business Communication*", Prentice Hall, New Delhi.
2. Gupta, C.B., "*Business Communication*", Sulthan Chand & Sons, New Delhi.

References:

1. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Bovee, and Thill, *Business Communication Today*, Pearson Education
3. Shirley, Taylor, *Communication for Business*, Pearson Education
4. Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH
5. Sharma, R.C., and Krishna Mohan, "*Business Correspondence and Report Writing*", Tata McGraw-Hill Publishing Company Limited, New Delhi.

Note: Latest edition of text book and references must be used.

BS 152 **Entrepreneurship Development** **3-0-0-3**

Course Objective

The purpose of the paper is to understanding about entrepreneurship and creative thinking and behaviour for effectiveness at work and in life.

Course Content

Introduction: Entrepreneur—Definition, Types, Characteristics, Entrepreneurship—Concept, Characteristics, Process, Theories of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurship vs. Intrapreneurship, Women Entrepreneurship, Role of Entrepreneurs, Rural Entrepreneurship—Role and Prospects. [08]

Entrepreneurship Development: Meaning, Objectives, Issues of Entrepreneurship Development Programmes (EDP), EDP Organisations—MDI, EDII, Industrial Sickness and Role of BIFR.

Incentives and Subsidies: Need, Objectives, Schemes and Advantages, Institutional Finance to Entrepreneurs—SIDBI, NABARD, KVIC. [13]

Small-scale Industries: Concept, evolution, role, problems and prospects, policies governing small-scale industries, organizational structure, ownership pattern, export potential of small-scale industries. [10]

Project Identification and Financial Analysis: Meaning of project, project identification, formulation, feasibility analysis, financial analysis-cost and revenue estimates, techniques of financial analysis. [8]

Text Books

1. Khanka, S. S., *"Entrepreneurial Development"*; S. Chand & Co. Ltd., New Delhi
2. Sudha, G. S., *"Entrepreneurship and Small Business Development"*; RBD Publishing House, Jaipur.

References:

1. Mohanty, S. K., *"Fundamentals of Entrepreneurship"*; PHI Learning, New Delhi
2. Desai, Vasant, " *Dynamics of Entrepreneurial Development and Management*", Himalaya Publishing House, Mumbai.
3. Gupta, C B. & Shrinivasan, N.P., *"Entrepreneurship Development in India"*, Sultan Chand & Sons, New Delhi.
4. Bhide, Amar V., *"The Origin and Evolution of New Businesses"*, Oxford University Press, New York.
5. Kuratko and Rao, *"Entrepreneurship: A South Asian Perspective"*, Cengage Learning.

Note: Latest edition of text book and references must be used.

SECOND YEAR
AUTUMN SEMESTER
(Semester – III)

BS 211 **Marketing Management - II** **3-0-0-3**

Course Objective

To Identify cost and benefit of marketing channels, Importance of Communication, roles of advertising, sales promotion, public relations, personal selling, direct marketing in the promotion mix and need for marketing research.

Course Content

Marketing Channels: Types of Channels, Channel Functions, Logistics and Physical Distributions- Objectives and Functional Areas of Physical Distribution, Physical Distribution in the Indian Context. [08]

Marketing Communication: Meaning and Importance, Communication Objectives, Effective Communication, Communication Process. [05]

Promotion Tools: Advertising- Meaning, Objectives, Types in Advertising decisions, Planning and evaluation of Advertising Campaign, Trends in Advertising in India, Personal Selling—Objectives, Functions and Principles, Public Relations—Importance and Methods, Direct Marketing, Sales Promotion. [11]

Marketing Research and Control: Need for Marketing Research, Marketing Research Process, Techniques, Need and Tools of Control.
Marketing Challenges: Marketing in 21st Century, Impact of Globalization, Technological Advances, Deregulation of Marketing in India. [15]

Text Books

1. Kumar, Arun and N. Meenakshi, "Marketing Management", Vikas Publishing House, New Delhi.
2. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, "*Marketing Management: A South Asian Perspective"*, Pearson Education.

References:

1. Chhabra, T.N & Grover, S.K; "*Marketing Management"*, Dhanpat Rai & Co., New Delhi
2. Palmer, Adrian, "*Introduction to Marketing"*, Oxford University Press, UK
3. McCarthy, E. Jerome., and William D. Perreault, "*Basic Marketing"*, Richard D. Irwin.
4. Majaro, Simon, "*The Essence of Marketing"*, Prentice Hall, New Delhi.
5. Ramaswamy & Namakumari; "*Marketing Management*", Mc Millan, New Delhi.

Note: Latest edition of text book and references must be used.

BS 221 **Human Resource Management -I** **3-0-0-3**

Course Objective

To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Content

Introduction: Concept, Scope, Objectives and Environment of HRM, Personnel Management vs. HRM. [10]

Acquisition of Human Resource: Human Resource Planning, Job Analysis, Job Design, Recruitment Sources, Methods, Selection Process—Tests, Interviews. [10]

Training and Development: Need, Objectives, Methods of Training, Evaluation and Development Programmes. [08]

Performance Appraisal: Concept, Objectives, Techniques of Performance Appraisal and Limitations.

Compensation and Benefits: Job Evaluation- Concept, Process, Significance, Components of Employee Compensation—Financial and non-financial. [11]

Text Books

1. Aswathappa, K., "*Human Resource Management",* Tata McGraw-Hill, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management"*, Wiley, India.

References:

1. Pande Sharon and Basak Swapnalekha (2012), "*Human Resource Management-Text and Cases*", 1st Edition, New Delhi, Pearson Education.
2. Mondy, A. W. and Noe, R. M., "*Human Resource Management"*, Pearson Education.
3. Rao, V. S. P., "*Human Resource Management: Text and Cases"*, Excel Books.

Note: Latest edition of text book and references must be used.

BS 231 **Management Accounting** **3-0-0-3**

Course Objective

To provide the students knowledge about use of costing and financial data for planning,control and decision making.

Course Content

Introduction: Meaning, Nature and Scope and functions of management accounting, Role of management accounting in decision making, Management accounting vs. Financial accounting, Tools and techniques of management accounting.Difference between cost accounting and management accounting, cost control, cost reduction, cost management. [08]

Standard costing and variance analysis: Meaning of standard cost and standard costing: advantages, limitations and applications, Variance analysis – material, labour, overhead and sales variances, Disposition of variances, Control ratios. [12]

Absorption versus variable costing: Distinctive features and income determination Cost-Volume-Profit Analysis: Break-even analysis-algebraic and graphic methods. Contribution / sales ratio, key factor. Margin of safety. Angle of incidence. Determination of cost indifference point. [10]

Decision making: Costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, exploring new market, make or buy, product mix, operate or shut down, seller process further. **Responsibility Accounting:** Concept, Significance, Different Responsibility Centers, Divisional Performance Measurement – Financial Measures. [09]

Text Books

1. Khan, M.Y. and P.K. Jain., "*Management Accounting*", Tata McGraw Hill, Publishing
2. Lal, Jawahar., "*Advanced Management Accounting- Text and Cases*", S. Chand & Co., New Delhi.

References:

1. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
2. Horngreen, Charles T., George Foster and Srikant M. Dattar., "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
3. Kalpan R.S. and Atkinson A.A., "*Advanced Management Accounting*", Prentice Hall India.
4. Anthony, Robert & Reece, et al, "*Principles of Management Accounting*", Richard Irwin Inc.
5. Pandey I.M., "*Financial Management*", Vikas Publishing House, New Delhi.

Note: Latest edition of text book and references must be used.

BS 261 **Financial Management – I** **3-0-0-3**

Course Objective

The objective of this course is to inform the students about the basic concepts offinancial management and contemporary theory and policy in order to master the concepts, theories and technique of financial management.

Course Content

Financial Management: Meaning, Concept and objectives, Scope and functions, understanding markets and changing Environment of Business, Finance and other discipline.

Financial Decisions: Long-term financing, Short-term Financing, Term Financing, Venture capital. [07]

Capital Structure: Theories—Net Income, Net Operating Income, Modigliani-Miller Approach and Traditional Approach, Determinants of Capital Structure. [10]

Financial Analysis through Leverages: Operating and financial leverages, their measure, Effects on profit, analyzing alternate financial plans, combined financial and operating leverages, Indifference point. [08]

Analysis of Financial Statements: Techniques of Financial Analysis, Ratio analysis, Funds-Flow Analysis, Cash Flow Analysis.

Management of Working Capital: Nature and Significance of working capital, Operating cycle and factors determining Working Capital requirements, Estimation of Working Capital. [14]

Text Books

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems,* Tata McGraw Hill
2. Pandey, I M. *Financial Management,* Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, "*Fundamentals of Financial Management",* Pearson Education
2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, "*Corporate Finance",* Tata McGraw Hill
3. Srivastava, Rajiv, and Anil Mishra, "*Financial Management",* Oxford University Press, UK
4. Sharma, G.L., and Y.P. Singh., "*Contemporary issues in Finance and Taxation",* Academic Foundation Delhi
5. Chandra, P., "*Financial Management-Theory and Practice",* Tata McGraw Hill

Note: Latest edition of text book and references must be used.

Foreign Language – I **3-0-0-3**

Offered by School of Liberal Arts

Mody University Elective **3-0-0-3**

Offered by different Schools of University

BC 21.281 Design Thinking 3-0-0-3

Course Objective

This course looks at how individuals and organizations use creativity and design thinking skills to identify and choose opportunities that enable innovation. Creative problem solving skills are developed and enhanced through a range of real world activities. An overview of design thinking tools is provided to help students understand design thinking as a problem solving approach. Ideas developed through these processes are then applied to a customer discovery approach to understand their value in the market place.

Course Content

Design thinking for innovation: Introduction to Design Thinking and its role in creativity and innovation; **Empathy: The Foundation of Human Centered Design:** How do we learn what people want?; How we ensure learning fits people's needs; The role of empathy in the design thinking process and the tools we can use [10]

Making Sense of The Data: Synthesizing the Data; Persona mapping; **The design sprint** - Principles of a design sprint and how to make it happen [12]

Moving from ideas to impact: Bring the ideas presented in this course together and show how organizations can create impact from ideas [06]

Prototype & Test - Bringing ideas to life; **Making the pitch** - Using Storytelling to make the case for design thinking [11]

Text Books

1. Jeanne Liedtka and Tim Ogilvie; "*Designing for Growth: A Design Thinking Tool Kit for Managers*", (New York: Columbia University Press, 2011) (referred to below as Designing for Growth).

Note: Latest edition of text book and references must be used.

Mody University Elective **3-0-0-3**

Offered by different Schools of University

BS 251 **Production and Operations Management** **3-0-0-3**

Course Objective

This course introduces the students to the theory and practice of production management as a functional area in the management of business enterprise.

Course Content

Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting.
Plant Location and Utilities: Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control. [07]

Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques. [05]

Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications. [07]

Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement-Time Study.
Quality Control: Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle. [20]

Text Books

1. Aswathappa. K & Bhat, Shridhar. K; *Production and Operations Management*, Himalaya Publishing House, New Delhi.
2. Heizer Jay and Render Barry,"*Production & Operations Management*", Pearson Edu.

References:

1. Goel, B.S; *Production Operations Management*, Pragati Prakashan, Meerut.
2. Adam & Ebert; *Production and Operations Management*, PHI, New Delhi.
3. Buffa & Sarin; *Modern Production/Operation Management*, John Wiley & Sons, New Delhi.
4. *Production/Operations Management*, MS-53 (IGNOU), New Delhi
5. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, "*Production & Operations Management Manufacturing and Services*", Tata McGraw Hill

Note: Latest edition of text book and references must be used.

SECOND YEAR
SPRING SEMESTER
(Semester – IV)

BS 212 **Human Resource Management - II** **3-0-0-3**

Course Objective

To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

Course Content

Industrial Relations: Concept, Importance, Industrial Conflicts and Dispute Settlement Machinery.

Trade Unions: Meaning, Importance of Unionship, Evolution of Trade Union Movement in India, Union Problems, Measures to strengthen Trade Union, Employee welfare and Social security measures. [15]

Collective Bargaining: Concept, Process, Pre-requisites of Collective Bargaining, Collective Bargaining vs. Negotiation Skills. [06]

Grievance Procedure and Discipline: Introduction, Objectives, Essential pre-requisites of Grievance procedure, Disciplinary procedure. [08]

Employee Participation: Objectives, Forms of Employee Participation.
International HRM: Dimensions, Domestic HRM and International HRM, Basic steps in HRM, the expatriate problem. [10]

Text Books

1. Rao, V.S.P.; *Human Resource Management*, Excel Books, New Delhi.
2. Decenzo, D.A. and Robbins, S. P., "*Fundamentals of Human Resource Management",* Wiley, India.

References:

1. Aswathappa; *Human Resource Management*, Tata McGraw Hill, New Delhi.
2. Rao, Subba P.; *Human Resource Management and Industrial Relations*, Himalaya Publishing House, New Delhi.
3. Mamoria, C. B.and Gankar, S. V.; *Personnel Management*, Himalaya Publishing House, New Delhi.
4. Dessler Gary; *Human Resource Management*, Pearson Education, New Delhi.
5. Mondy, A. W. and Noe, R. M., "*Human Resource Management",* Pearson Education.

Note: Latest edition of text book and references must be used.

BS 222 **Business Research** **3-0-0-3**

Course Objective

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business research.

Course Content

Nature and Scope of Business Research: Role of Business Research in decision making. Applications of Business Research. The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Business Research problem. [10]

Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India) [07]

Primary Data Collection: Survey Vs. Observations. Comparison of selfadministered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniquespaired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design. [12]

Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, One way ANOVA. Introduction to theoretical concept of Factor Analysis and Discriminant Analysis. [10]

Text Books

1. Cooper & Schindler, "*Business Research Methods*", McGraw-Hill Education
2. Aaker, Kumar, Day, " *Marketing Research*", Wiley

References:

1. Zikmund, Babin& Carr, "*Business Research Methods"*, South-Western.
2. Churchill, "*Marketing Research: Methodological Foundations*", Cengage Learning
3. NareshMalhotra, "*Marketing Research*", Pearson
4. Deepak chawla and Neena Sondhi, "*Research Methodology"*

Note: Latest edition of text book and references must be used.

BS 262 **Financial Management – II** **3-0-0-3**

Course Objective

The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

Course Content

Capital Budgeting: Nature of Investment decisions, Identifying relevant cash flows, cash flows vs. accounting profit investment, Evaluation criteria, Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, NPV and IRR comparison, Project selection under capital rationing. [10]

Cost of Capital: Significance of cost of capital, Calculating cost of debt, Preference shares, equity capital and retained earnings, Combined (weighted) cost of capital.
Dividend Policy Decision: Dividend and Valuation Theories. [09]

Management of Cash: Introduction, objectives of cash management, motives for holding cash, Cash management techniques and models.
Management of Receivables: Introduction, objectives, Credit policies Credit terms and collection policies. [10]

Management of Inventory: Introduction, objectives and techniques of inventory management.
Marginal Costing and Managerial Techniques: Meaning, Difference between marginal costing and absorption costing method, Break Even Analysis (with Break even chart and Indifference point). [10]

Text Books

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems*, Tata McGraw Hill
2. Pandey, I M. *Financial Management*, Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, "*Fundamentals of Financial Management",* Pearson Education
2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, "*Corporate Finance",* Tata McGraw Hill
3. Srivastava, Rajiv, and Anil Mishra, "*Financial Management",* Oxford University Press, UK
4. Sharma, G.L., and Y.P. Singh., "*Contemporary issues in Finance and Taxation",* Academic Foundation Delhi
5. Chandra, P., "*Financial Management-Theory and Practice",* Tata McGraw Hill

Note: Latest edition of text book and references must be used.

BS 242 **Computer Applications in Business** **3-0-0-3**

Course Objective

To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

Course Content

Introduction: Introduction to Computer-Characteristics of Computers, The Computer System, Parts of Computers); Computer H/W Setup, Configuration, Networking, Mobile H/W Device and types wireless Networking; Operating System- Introduction to Operating Systems, An overview of various Computer & Mobile OS & Application (UNIX / Linux, DOS, Windows, Android, windows mobile, iOS Like), Features of latest Windows Operating Systems & its Management & Networking (Installation, backup, security, User control), Usage of payment gateways. [08]

Introduction to essential tools: Introduction to facilities & commonly used features of:

a) **Word:** Working with word document, Inserting, filling and formatting a table, Mail Merge including linking with Access Database, Creating Macros -Sending E-mail from Word Import / Export of files Converting Word Document to Web Document, PDF files Hyperlinks; OLE Security features in MS-Word - Protection of Documents - Password for Documents - Checking for viruses in macros, referencing, creating bibliography, manage sources and citations, review documents.

b) **PowerPoint:** Preparing Presentations,Slides,Handouts,Speaker's Notes - Outlines - Media Clips - Charts – Graphs, Adding the Transitions to the Slide Show - Special effects in detail, - Setting Slide timings.

c) **Excel:** Creating a work book, Rearranging Worksheet, Organizing Charts and graphs, Ranges and Functions & Formulae: Mathematical, Statistical Financial Functions such as NPV (Net present value), Future value, IRR (Internal Rate of Return), EMI (Equated Monthly Installments, Compounding Yearly, periodic and monthly) - Auto Calculate Using Names in a Formula, Formula Editing, Macros, Consolidation of Data & Data Analysis - Sorting List, Filter & More Filtering Techniques - Consolidate data in multiple worksheets - What-if analysis, Goal Seek Scenario Manager, Solver, Lookup Function - Sub Totals, Nested-IF, Statistical Analysis; Data Validation & Protection - Create a drop-down list from a range of cells - Apply data validation to cells - Copy data validation setting, remove data validation - Find cell that have data validation, protect cell data, using password to protect sheet and workbook. - Use validation to create dependent list; Pivot table Reports & Pivot Chart Reports. [12]

Using MS Excel for Data Analysis & Reporting Features:

Using spreadsheet for following purposes and making reports:

- Loan & Lease statement
- Ratio Analysis.
- Payroll statements
- Capital Budgeting
- Depreciation Accounting
- Graphical representation of data
- Frequency distribution and its statistical parameters
- Correlation and Regression [10]

RDBMS Concepts & Access: RDBMS Concepts, Terminology, Models - RDBMS, Data Modelling using ERD, DB Design using Normalization; Access Creating Databases & Tables – An Introduction; Event Handling & Report Generation; Using Macros; Using Queries through Case Study.

Structured Query Language (SQL): Introduction to Data Definition Language Statements & Data Manipulation Language Statements (Creating Tables, Selecting Data, Inserting Data, Updating Records, Dropping a Table, Querying Database, Aggregating Data, Grouping, Ordering Data, Joining Tables etc.) & Case Studies.
CAAT Tools: Capabilities & Importing Data from Accounting & other Application Systems - An Introduction; Analytical Reports, Duplicates/ Gaps. Sorting & Charting; Stratification, Summarization, Statistics & Aging - An Introduction; Sampling, Macros and Audit Trail. [09]

Text Books

1. Rajaraman, V., *Introduction to Information Technology*, PHI.
2. Hall, J.A., "*Accounting Information System"*, South-Western College Publishing.

References:

1. Boockholdt, J.L., "*Accounting Information System: Transaction Processing and Control"*, Irwin Mcraw-Hill.
2. Gelinas, Ulric J., and Steve G. Sutton, *Accounting Information System*, South Western Thomson Learning.

Note: Latest edition of text book and references must be used.

BS.21.262 **Contemporary Economic Issues** **3-0-0-3**

Course Objective

The course seeks to familiarize students with basic concepts related to the Economic Survey and Union Budget. It aims to equip students with sufficient knowledge and skills to analyse these documents.

Course Content

Concepts: Fiscal policy, areas of government spending in India, Capital and revenue expenditure, plan and non-plan expenditures, Deficits (fiscal, primary, revenue), impact of fiscal deficits on the economy, Capital receipts, revenue receipts, tax and non-tax revenue, direct and indirect taxes, need for rationalisation of tax structure, Goods and Services Tax (GST) [12]

Concepts: Actual, revised and budget estimates, Zero-base budgeting, Gender budgeting, Fiscal devolution and center-state financial relations. [07]

The economic survey: Analysis of current and past policy emphasis. [06]

The union budget: Need for the budget, understanding the process of budget making in India, Analysis of fiscal and revenue deficits, Analysis of sources of revenue and expected growth in revenue, tax simplification, improvement in administration, expansion of tax net and other measures to improve revenue receipts, Analysis of expenditure pattern and expected growth in expenditure, thrust areas of budget, sectors that have received higher/lower shares of expenditure, the reasons and consequences thereof, steps proposed to ensure effective spending [14]

Text Books

1. Mukherjee, P. (2012). Budget making. In K. Basu, A. Maertens (eds.): *The new Oxford companion to economics in India*. Oxford University Press.
2. Chakraborty, P. (2015). Intergovernmental fiscal transfers in India: Emerging trends and realities. In P. Patnaik (ed.): *Macroeconomics*. Oxford University Press.

References:

1. Centre for Budget and Governance Accountability. Recent reports.
2. Dasgupta, D., De, S. (2012). *Fiscal deficit. In The new Oxford companion to economics in India*. Oxford University Press.
3. Kapila, U. (2016). *Fiscal and budgetary developments in Indian economy since independence*. Academic Foundation.
4. Ministry of Finance. Economic and social classification of the budget.
5. Ministry of Finance. Economic survey (latest).
6. Ministry of Finance. Finance Commission report (latest).
7. Ministry of Finance. Union Budget.
8. Mukherjee, S. (2015). *Present state of goods and services tax (GST) reform in India*. Working Paper No. 154. National Institute of Public Finance and Policy.
9. Reddy, Y. (2015). *Continuity, change and the way forward: The fourteenth finance commission*. Economic and Political Weekly, 50(21), 27- 36.
10. Spiegel, M. (2003). *Theory and problems of probability and statistics*. Chapter 19. McGraw-Hill.

Note: Latest edition of text book and references must be used.

Mody University Elective **3-0-0-3**

Offered by different Schools of University

BS 252 **Business Ethics and Corporate Governance** **3-0-0-3**

Course Objective

The main objective of this course is to provide students with the basic skills concerning business ethics, governance and corporate social responsibility. Additionally, students should understand the role of ethics, corporate responsibility and sustainability in business activities and evaluate business practices in these fields.

Course Content

Introduction: Business Ethics, Business Values, Inner Consciousness, Ethical Theories **Indian Management Ethos** : Basic Principles of Indian Ethos for Management, Ethics in work life according to Bhagvad-Gita, Detached Involvement (Nishkam-Karma) and Attached Involvement (Sakam-Karma),Kautilya and Management. Relevance of Gandhian thought for the contemporary managers, Ethics and Corporate Excellence.	[12]
Corporate Social Responsibility: CSR in India, Social Responsibility of Business, Social Responsibility of Business towards different groups, Promoting Value-based Governance in organizations.	[10]
Corporate Governance: Introduction, Evolution of Corporate Governance and development in India, Shareholder Rights, Overview of Corporate Governance Forums, Corporate Governance and other stakeholders, Whistle- Blower Policies, Ombudsman.	[08]
Sustainability: Meaning, Scope, Sustainability Terminologies and Meanings, Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.	[09]

Text Books

1. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.
2. Balasubramanian, N., "*Corporate Governance and Stewardship*", Tata McGrawHill, New Delhi

References:

1. Mallin, Christine A., *Corporate Governance (Indian Edition*), Oxford University Press, New Delhi.
2. S.A. Sherlekar, *Ethics in Management*, Himalaya Publishing House, 2009
3. Beeslory, Michel and Evens, *Corporate Social Responsibility*, Taylor and Francis,
4. Bob Tricker, *Corporate governance- Principles, policies and practices*, Oxford University Press.
5. W.H. Shaw, *Business Ethics*, Cengage Learning.

Note: Latest edition of text book and references must be used.

THIRD YEAR
AUTUMN SEMESTER
(Semester – V)

BS 311 **International Business** **3-0-0-3**

Course Objective

An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

Course Content

Introduction: Nature of International Business, Need to study, Drivers of IB, IB vs. Domestic Business, Routes of Globalization, Multinational Corporations. [06]

Theories of Global Trade and Investment: Foreign Trade Policies, Trade Theories, Foreign Direct Investment—Basic concepts, FDI in India. [07]

Political Environment—Democracy, Totalitarianism, Political Risk.
Legal Environment—Systems of Law, International Disputes Resolution, Areas of Concern for MNCs.
Technological Environment—Features of Technology, Impact of Technology, Implications for MNCs, Issue of Technology Transfer. [15]
Cultural Environment—Nature, Elements of Culture and their implications for IB
Economic Environment and International Financial Management: Income-wise classification of countries, Economic Systems, Trade Barriers.
International Financial Management— Nature, FOREX Management, Balance of Payments, International Financial Markets, Role of International Financial Institutions—IMF, WB. [11]
Major Regional Trading Institutions and Groups: WTO, SAARC, ASEAN, EU, OPEC.

Text Books

1. Aswathappa, K.; International Business, Tata McGraw Hill, New Delhi.

References:

1. Cherunilam, Francis; *International Business*; Prentice Hall India, New Delhi.
2. Daniels, John D., Lee H. Radebaugh, Daniel P. Sullivan; *International Business*, Pearson Education, New Delhi.
3. Hill, Charles W. L.; *International Business*, Tata McGraw Hill, New Delhi.
4. Vyuptakesh Sharan, *International Business*, 3rd Edition, Pearson Education in South Asia, New Delhi.

Note: Latest edition of text book and references must be used.

BS 321 **Quantitative Techniques for Management** **3-0-0-3**

Course Objective

To apprise students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course Content

Introduction: Meaning, Scope, Origin, Uses, Limitations and Techniques. **Linear Programming:** Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method and Simplex method. [09]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. **Assignment Model:** Assignment problem as a variant of transportation problem, Methods of solving assignment problems. **Game Theory:** Game models, Two player zero sum game, payoff matrix, pure and mixed strategy, Method of Saddle point for pure strategy, Algebraic method for mixed strategy with 2 x 2 Pay-off; Dominance method, Graphical Techniques. [10]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. **Decision Making:** Decision making under Risk and Uncertainty, Pay-off table, Decision rules, Decision Tree. **Replacement Problems:** Types of Replacement situations, Group Replacement Policy. [10]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. **Simulation:** Process of simulation, Monte Carlo technique, Advantages and Disadvantages, Applications in queuing and Inventory problems. [10]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "*Quantitative Techniques*", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BS 361 **Business Policy and Strategy** **3-0-0-3**

Course Objective

To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Course Content

Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement. [10]

Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis. [10]

Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions. [10]

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance. [09]

Text Books

1. J.A. Pearce & R.B. Robinson : "*Strategic Management formulation implementation and control"*, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : "*Crafting and executing strategy"*, TMH

References:

1. Gerry Johnson & Kevan Scholes, "*Exploring corporate strategies"*, PHI
2. Upendra Kachru, *Strategic Management*, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland, "*Strategic Management –Concepts and Cases"*, McGraw-Hill Companies
4. Lawrence R. Jauch & William F. Glueck*: "Business Policy and Strategic Management"* (Mcgraw Hill Series in Management).

Note: Latest edition of text book and references must be used.

THIRD YEAR
SPRING SEMESTER
(Semester – VI)

BS 312 **E-Commerce** **3-0-0-3**

Course Objective

The objectives of the course is to introduce the concept of electronic commerce, and to understand how electronic commerce is affecting business enterprises, governments, consumers and people in general

Course Content

Introduction to E-commerce: Meaning and concept, Need for E-commerce, Classification of E-commerce, Electronic vs. Traditional commerce, E-commerce and E-business, Business applications of E-commerce, E-commerce as an electronic trading System, Special features.
Network Infrastructure and Protocol: LAN, Ethernet, WAN, Internet, TCP/IP, DNS, FTP, E-mail, WWW server, Web Browser, HTTP. [10]

Electronic Payment System: Introduction, Online Payment System, Prepaid electronic payment system, post paid electronic system, E-cheques, Debit and Credit Cards, Smart Cards, E-purses. Credit and legal risk of e-payment system.
Website Design: Role of website in B2C E-commerce, website strategies and web-site design principles, Push and pull technologies, Alternative methods of customer communication. [11]

Business to Business E-Commerce: Need and alternative of B2B E-commerce, Technologies, EDI and paperless trading, EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, Features of EDI service arrangements, Internet-based EDI. [10]

Securing Network Transaction: Security policy, Procedures and practices, Transaction Security, Fireball, Cryptography Algorithm, Public Key Algorithm, Authentication Protocol, Digital Signature, Site Security, E-Mail Security. [08]

Text Books

1. Bharat Bhasker, "*Electronic Commerce*", TMH, New Delhi

References:

1. David Whiteley, "*E-Commerce*", TMH, New Delhi
2. Chandra T N, R.K. Suri, Sanjiv Verma, "*E-Commerce New Vistas for Business*",Dhanpat Rai & Co., New Delhi
3. Jim A. Carter, "*Developing E-Commerce Systems*", PHI, New Delhi

Note: Latest edition of text book and references must be used.

BS 322 **Project Management** **3-0-0-3**

Course Objective

To enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project.

Course Content

Introduction: Objectives of Project, monitoring and control of investment projects, role of strategic resource allocation, identification of investment and project ideas. Feasibility / viability analysis. [07]

Project Preparation: Marketing and demand analysis, Technical feasibility,; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects. [11]

Project appraisal/selection: Business criterion of growth by: Investment critieria, Project risk analysis ,social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate. [11]

Issues in Project Planning and Management: Networking techniques for Project Management: PERT and CPM, Project Review and Adminsitrative Aspects. [10]

Text Books

1. Chandra. Prasanna, "*Projects Planning.Analysis, Selection,Financing, Implementation, and Review",*McGraw Hill.
2. Gray, Clifford .F. *Project Management.* McGraw Hill.

References:

1. Gopalakrishnan. P. and.Ramamurthy, V.E., "*Text Book of Project Management*", Macmillan India Ltd.
2. JyotsnaBapat, "*Development Projects and critical theory of Environment*", Sage Publication, New Delhi.
3. John M. Nicholas, "*Project Management for Business and technology:Principles and Practice*", Pearson Prentice Hall, New Delhi.
4. David I. Cleland, "*Project Management: Strategic Design andimplementation"*, McGraw Hill Inc.

Note: Latest edition of text book and references must be used.

BS 332 **Basics of Taxation** **3-0-0-3**

Course Objective

To acquaint the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.

Course Content

Basic Concepts: Definitions, Basis of Charge, Residential Status, Scope of Total Income - Exempted income
Heads Of Income: Income from Salaries, Income from House property, Income from Business or Profession, Capital gains, Income from other sources. [15]

Total Income: Deemed income, Set off and Carry forward of losses Deductions from Gross Total Income, Assessment of Individual, Tax Deducted at Source, E-filing of return. [07]

Central Excise and Customs: (a) Nature and Scope of Central Excise, Important Terms and Definitions under the Central Excise Act and related rules, General Procedure, CENVAT.
(b) Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act 1975 and the related Rules. [06]

Central Sales Tax Act, 1956 and VAT: (a)Important terms and definitions under Central Sales Tax Act, 1956—Nature and Scope of Central Sales Tax Act, Provisions relating to inter-state sales, Sales inside a State, Sale/Purchase in the course of Import and Export out of India.
(b) Meaning and need of VAT and related rules
Service Tax: Formation and functions of DGST, Existing schemes for levy, assessment & collection of service tax and related rules [11]

Text Books

1. Singhania, V.K. *Student Guide to Income Tax*. Taxmann Publications Pvt. Ltd.
2. Ahuja Girish and Gupta Ravi: *Practical approach to Income Tax*, Wealth Tax and Central Sales Tax; Bharat Law House Pvt. Ltd., New Delhi.

References:

1. Ahuja& Gupta. Simplified Approach to *Income Tax Flair*, Publications Pvt. Ltd.
2. Mahesh Chandra &Shukla, D.C. *Income Tax Law & Practice* Pragati Publications.
3. Goyal, S.P. *Tax Planning and Management*. SahityaBhawan Publications.

Note: Latest edition of text book and references must be used.

FS 311 **International Finance (DSE – I)** **3-0-0-3**

Course Objective

The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Course Content

Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade,International trade financing in India, Balance of payments (of India).

Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotationsdirect, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts. Concept of cryptocurrency. [12]

Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between Purchasing Power Parity (PPP) and Interest Rate Parity theories (IRP), the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models [10]

Foreign Exchange Exposures: Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk., Issue of global depositary receipt (GDR), American depositary receipt (ADR), Euro bonds and foreign bonds. [08]

International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, , International project appraisal-Methods and Techniques; **Multinational Working Capital Management:** Tools and techniques for International Working Capital Management, Current Asset Management for the Multinational/International [09]

Text Books

1. PG Apte, "*International Finance*", Tata Mcgraw Hill
2. Alan C. Shapiro, "*Multinational Financial Management*", Prentice Hall

References:

1. Maurice D. Levi, "*International Finance- The Markets and Financial Management of Multinational Business*", Mcgraw Hill
3. V.I.J Madhu *"International Financial Management*", Excel book, New Delhi
4. Jeff Madura "*International Financial Management*" .- Cengage Learning

Note: Latest edition of text book and references must be used.

FS 321 **Investment Banking and Financial Services (DSE – I)** **3-0-0-3**

Course Objective

The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Course Content

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment/ Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue. [09]

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work and obligations, Investor protection, Broker, sub broker and underwriters. De-mat accounts: introduction, merits and limitations. [09]

Leasing and Hire Purchase : Concepts of leasing, types of leasing – financial and operating lease, direct lease and sales and lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest and Instalment, difference between Hire Purchase and Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, **Housing Finance :** Meaning and rise of housing finance in India, Fixing the amount of loan, re-pricing of a loan, floating vs. fixed rate, Practical problems on housing finance. [11]

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment mortgages (GPMs), PledgedAccount Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of nonmortgage assets, Securitization in India. Latest innovations and technological integration in financial services. [10]

Text Books

1. M.Y.Khan, "*Financial Services*", Tata McGraw –Hill.
2. Machiraju, "*Indian Financial System*", Vikas Publishing House.

References:

1. J.C.Verma, "*A Manual of Merchant Banking*", Bharath Publishing House.
2. K.Sriram, "*Hand Book of Leasing, Hire Purchase and Factoring",* ICFAI, Hyderabad.
3. Ennew.C.Trevor Watkins and Mike Wright, "Marketing of Financial Services", Heinemann Professional

Note: Latest edition of text book and references must be used.

FS 331 Investment Analysis and Portfolio Management (DSE – I) 3-0-0-3

Course Objective

The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Content

Introduction to Investment Environment: Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives **Capital Market in India:** Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks	[10]
Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Theories: Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.	[10]
Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix, Portfolio Construction: Markowitz, Sharpe-Single Index, and Multiple factor Model	[10]
Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line. **Portfolio Performance Measurement:** Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems). Mutula Funds : Test Run ..	[09]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management"*, Tata McGraw Hill.
2. Pandiyan, Punithavathy, "*Security Analysis and Portfolio Management"*, Vikas Publications

References:

1. Fischer, D.E. and Jordan, R.J, "*Security Analysis and Portfolio Management*", Pearson Education
2. Sharpe, W.F., "Alexander, G.J. and Bailey, J, "*Investments*", Prentice Hall of India
3. Singh, R., "*Security Analysis and Portfolio Management*", Excel Books
4. Frank K Reilly and Keith C Brown, "*Investment Analysis and Portfolio Management*", Cengage India Pvt. Ltd.

Note: Latest edition of text book and references must be used.

FS 341 **Strategic Financial Management (DSE – I)** **3-0-0-3**

Course Objective

To acquaint the students with concepts of Financial management from strategic perspective and to familiarize various Techniques and Models of Strategic Financial Management.

Course Content

Dividend Decision: Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy	[06]
Capital Budgeting: Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree.	[08]
Capital Rationing: Meaning, Advantages, Disadvantages, Practical Problems	[09]
Shareholder Value and Corporate Governance: Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India	[08]
Corporate Restructuring: Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.	[08]

Text Books

1. IM Pandey, *Financial Management*, Vikas Publishing House
2. Khan & Jain, *Financial Management*, Tata McGraw Hill, Delhi

References:

1. C. Paramasivan& T. Subramanian, *Financial Management*, New age International Publisher
2. Van Horne &Wachowiz, *Fundamentals of Financial Management*, Prentice Hall
3. Prasanna Chandra, *Strategic Financial Management*, Tata McGraw Hill, Delhi

Note: Latest edition of text book and references must be used.

FS 312 **Financial Institutions and Markets (DSE-I)** **3-0-0-3**

Course Objective

The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Content

Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade;RBI and Functions, Role of RBI as a central banker; Products offered by Banks and Financial Institutions (FI), Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs. [08]

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary and secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks. [11]

Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between Standing Committee on Academic Matters dated 20.08.2018 Annexure No.-56 Bachelor of Management Studies University of Delhi 31 NSE and BSE, Raising of funds in International Markets: American Depositary Receipt (ADRs) and global depositary receipt (GDRs), foreign currency convertible bond (FCCB) and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE and NSE. [10]

Money Markets and Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of Securities Trading Corporation of India (STCI) and Discount and Finance House of India (DFHI) in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Oversubscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds. [10]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "*Quantitative Techniques*", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

FS 322 **Tax Planning** **3-0-0-3**

Course Objective

The objective of this course is to acquaint the students with the tax structure for individuals and corporates and also its implications for planning.

Course Content

Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.	[07]
Computation of Income under the Head: Salary, House Property and Profits and gains from Business or Profession. Computation of Income under the Head: Capital gains and Income from other sources.	[12]
Clubbing of Income: Set-off and carry-forward of losses , Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units, Procedure for assessment: E-filing of return, Introduction to the concept of Goods and Services Tax (GST) and Direct Tax Code (DTC).	[11]
Meaning of Tax Planning and Management: Nature, scope and justification of corporate tax planning; Computation of taxable income and tax liability of companies: Minimum Alternative Tax, Introduction to tax planning with reference to financial decisions; tax planning with reference to amalgamation or de-merger of companies (only theory)	[09]

Text Books

1. Singhania, V.K. *Student Guide to Income Tax*. Taxmann Publications Pvt. Ltd.
2. Ahuja& Gupta. *Simplified Approach to Corporate Tax*. Flair Publications Pvt. Ltd

References:

1. Ahuja& Gupta. *Simplified Approach to Income Tax Flair*, Publications Pvt. Ltd.
2. Mahesh Chandra &Shukla, D.C. *Income Tax Law & Practice* Pragati Publications.
3. Goyal, S.P. *Tax Planning and Management*. SahityaBhawan Publications.

Note: Latest edition of text book and references must be used.

FS 332 **Derivatives and Risk Management (DSE – I)** **3-0-0-3**

Course Objective

The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate issues and challenges in better manner.

Course Content

Introduction to Derivatives Market: Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures. [09]

Hedging: Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge. [10]

Futures: Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model [10]

Options: Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies [10]

Types of Risk: Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN Margin

Text Books

1. Srivastava.R*; Dervatives and Risk Management*, OUP, 2nd Edition, 2017.
2. Hull, John C, and Basu S; *Options, Futures, And Other Derivatives*, Pearson, Delhi, Pearson Publications, 10th ed

References:

1. Chance D.M; *Introduction to Derivatives and Risk Management*, South Western Cengage Learning.
2. Sundaram and Das; *Derivatives: Principles and Practice*, McGraw Hill.

Note: Latest edition of text book and references must be used.

FS 342 **Business Analysis and Valuation (DSE – I)** **3-0-0-3**

Course Objective

This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value. It will also discuss the issues and challenges faced during the valuation of assets especially in the conditions of uncertainties.

Course Content

Introduction: Understanding the different aspects of an Annual Report of a company; Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion and analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company.	[10]
Cash Flows Valuation: Non –Discounted :Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model.	[09]
Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates, cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk and equity risk), valuing an asset with an infinite life.	[10]
Firm Valuation Models: Cost of capital approach, Adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies. Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options.	[10]

Text Books

1. Chandra, P. (2011), "*Corporate Valuation and Value Creation"*, TMH
2. Damodran, A. (2014), "*Applied Corporate Finance*", 4th Edition, New Delhi: John Wiley and Sons.

References:

1. Ross, S.A., Westerfield, R.W., Jaffe, J. (2015), "*Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.
2. Weston, Chung, and Hoag, "*Mergers. Restructuring and Corporate Control*", Prentice Hall of India

Note: Latest edition of text book and references must be used.

MK 311 **Advertising and Brand Management (DSE – II)** **3-0-0-3**

Course Objective

To equip the students with the nature, purpose and complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Course Content

Introduction: Advertising need and importance; growth of modern advertising; advertising and the marketing mix; types and classification of advertisement; advertising spiral; social and economic aspects of advertising; Marketing communication models- AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy.	[09]
Contd.: Exposure, salience, familiarity, low involvement, central route and peripheral route and cognitive learning; positioning strategies ; Associating feelings with a brand; Developing brand personality; creating copy strategies- Rational and emotional approaches; selection of an endorser; creative strategy and style- brand image, execution, USP, common touch and entertainment; message design strategy; format and formulae for presentation of appeals (slice of life, testimonials, etc.); different types of copy; art and layout of an advertisement- principles of design, layout stages, difference in designing of television, audio and print advertisement.	[10]
Introduction to broadcast and non -broadcast media; Budgeting decision rule-percentage of sales method, objective to task method, competitive parity, and all you can afford; Key factors influencing media planning; Media decisions- media class, media vehicle and media option; Scheduling- flighting, pulsing, and continuous Importance and need for sales promotion; planning for consumer schemes and contests; different types of consumer schemes.	[10]
Concept of a brand: brand evolution; branding challenges and opportunities; strategic brand management process; Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning; Designing and implementing brand strategies; brand extension; brand hierarchy-Kapferer. Brand equity; brand personality; brand image; managing brands overtime.	[10]

Text Books

1. Chunawalla S.A. (2015), "*Advertising and Sales Promotion Management*", Himalaya Publishing House
2. Keller, K.L., Parameswaran, A.M.G. and Jacob, I., "*Strategic Brand Management: Building, Measuring and Managing Brand Equity*", Pearson Education India

References:

1. Kazmi, S.H.H and Batra, S., "*Advertising and Sales Promotion Management*", Excel Books.
2. Kapferer J N," T*he new Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*, Kogan Page.
3. Batra, R., Myers, J.G., and Aaker, D.A., "*Advertising Management*", Prentice Hall.

MK 321 **Retail Management (DSE – II)** **3-0-0-3**

Course Objective

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Content

Introduction: Introduction to retailing, definition, characteristics, Evolution of retailing in India, Retailing in India, Emerging trends in retailing, Factors Behind the change of Indian retail industry. [11]

Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix and Non- traditional selling; Store Planning: Design and Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management. [15]

Retail Marketing: Advertising and Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing; Retail Merchandising: Buying function, Markups and Markdown in merchandise management, shrinkage in retail merchandise management. [12]

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing; Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security. [14]

Text Books

1. Harjit Singh, "*Retail Management*", S. Chand Publication, New Delhi
2. Berman and Evarv, "*Retail Management*", Prentice Hall

References:

1. Gibson G Vedamani, "*Retail Management: Functional principles and practices*", Jaico Publishing House
2. Cullen and Newman, "*Retailing – Environment and Operations*", Cengage Learning EMEA
3. Bajaj, Tuli and Srivastava, "*Retail Management*", Oxford University Publications

Note: Latest edition of text book and references must be used.

MK 331 **Marketing of Services (DSE – II)** **3-0-0-3**

Course Objective

The course is designed to equip students with the knowledge of marketing of all types of services.

Course Content

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges. [08]

Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process. [11]

Service marketing: strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis [08]

Service quality: concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc. [12]

Text Books

1. Shanker, R., "*Services Marketing: The Indian perspective*", Excel Books
2. Fisk, R. P., Grove, S. J., and John, J. Interactive Services Marketing. New York. Houghton Mifflin

References:

1. Glynn, W. J., and Barnes, J. G., "*Understanding services management - Integrating Marketing, Organizational Behaviour, Operations and Human Resources Management*", Prentice Hall
2. Gronroos, C., "*Service Management and Marketing - A Customer Relationship Management Approach*", New York: John Wiley
3. Hoffman, K. D., and John, E. G. B., "*Marketing of Services: Concepts, Strategies and Cases*", Thomson-South Western
4. Lovelock, C. H.; "*Service Marketing"*, Prentice Hall, New Jersey.
5. Zeithaml, V. A. et al; "*Services Marketing"*, Tata McGraw Hill, New Delhi.

Note: Latest edition of text book and references must be used.

MK 341 **International Marketing (DSE – II)** **3-0-0-3**

Course Objective

The course is designed to equip students with the knowledge of international marketing of all types of products and services.

Course Content

Framework: Nature and Importance of International marketing – process of International marketing, International dimensions of marketing and benefits of international marketing, steps of development of the transnational corporation. Intra firm and environmental factors, social, cultural, economic, political and legal aspects, Difference between domestic marketing, multinational and international marketing. [9]

International Marketing Decisions: Global marketing information system and research – nature of marketing research, sources of information and marketing research – primary and secondary global market segmentation, targeting and positioning. Foreign market entry strategy – market analysis, export, licensing, joint ventures, Manufacturing, management contracts turns key operations, acquisition and mergers, analysis of entry strategy. Identifying foreign markets, market research overseas. Market entry. [9]

Institutional Infrastructure: Global marketing mix – International product decision, what is product development, product positioning, theory of IPLC, Product standardization and product adaptation, branding and packaging, International pricing decision – role of price, supply and demand, international channel decisions – importance and scope of channel decision, direct and indirect selling channel sales and promotion, advertising. [9]

Documentation: Introduction to Export documentation and procedures, framework, pre-shipment and post shipment documents, Role of ITPO in export promotion, quality control and pre-shipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc. [12]

Text Books

1. Albaum, G. Strandskov, J. and Duerr, E. "*International Marketing and Export Management*". 7/E. Delhi: Pearson Education.
2. Keegan, W. and Green, M. "*Global Marketing*". 4th ed. Delhi: Pearson.

References:

1. Melewar, T.C. and Gupta, S. "*Strategic International Marketing*". Basingstoke: Palgrave-Macmillan.
2. Czinkota, M.R. and Ronkainen, I.A. "*International Marketing*". 10th ed. Delhi: South-Western, Cengage Learning India Pvt. Ltd.
3. Hans Muhlbache, "*International marketing-A global perspective*", Cengage Learning
4. Cateora, P.R., Graham, J.L. and Salwan, P. "*International Marketing*". 13th ed. Delhi: McGraw Hill.
5. Gillespie, K., Jeannet, J.P. and Hennessey, H.D. "*International Marketing*". Delhi: Cengage Learning.
6. Hollensen, S. and Banerjee, M. "*Global Marketing*". 4th ed. Delhi: Pearson.
7. Onkvisit, S. and Shaw, J. "*International Marketing: Strategy and Theory*". 5th ed. London: Routledge.

Note: Latest edition of text book and references must be used.

MK 312 Personal Selling and Sales Force Management (DSE – II) 3-0-0-3

Course Objective

To familiarize the students with the concept and practice of personal selling process, techniques and methods in the modern organizational setting.

Course Content

An overview of personal selling; functions of a sales person, characteristics of a sales person, Sales as a career. [09]

Personal Selling situations; Theories: AIDAS, Right set of circumstances theory, Buying formula theory; Why people buy? [09]

Prospecting: Need and Methods; Pre approach: Sales Knowledge; Sales presentation: methods, elements, the approach; Handling Objections: categories and techniques; Closing the sale: techniques; Post sale follow up. [11]

Controlling the Sales Effort: Administering the sales budget, Sales quota, Sales territory management:Sales territory concept, reasons for establishing sales territories, procedure for setting up sales territories. Sales control and cost analysis. [10]

Text Books

1. Charles Futrell, "Fundamentals of Selling", McGraw Hill
2. Still, Cundiff and Govani, "*Sales Management*", Prentice Hall of India

References:

1. Panda T.K & Sahadev S. "*Sales and Distribution Management"*, 2/e, Oxford University Press.
2. Havaldar K & Cavale V. "*Sales and Distribution Management"*, Tata McGraw-ND.

Note: Latest edition of text book and references must be used.

MK 322 **Rural Marketing (DSE – II)** **3-0-0-3**

Course Objective

The main objective of this programme is to develop a strong foundation of applied knowledge, concepts, approaches and analytical-skills in the participants for successful marketing of products and services to rural consumers and users.

Course Content

Rural Marketing: Importance, Nature and Scope; Rural vs Urban Marketing; Definition of Rural Area
Understanding Rural Marketing Environment: Geographical, Economic, Socio-Cultural and Infrastructural Factors and their Influence on Marketing Operations [11]

Rural Consumer: Characteristics, Attitudes and Behaviour; Buying Patterns and Influences; Segmenting Rural Markets [06]

Rural Marketing Strategies: Product Planning for Rural Markets, Quality and Size; Packaging and Branding Decisions; Pricing Decisions
Promotion and Distribution in Rural Markets: Media and Copy Decisions; Distribution Channels and Logistics in Rural Markets [13]

Marketing of Agricultural Products: Pricing and Distribution of Agricultural Products; Role of Government and Organisations in Marketing of Agricultural Products; Co-operative Marketing; Problems in Agricultural Marketing [09]

Text Books

1. Kashyap, P.: "*Rural Marketing*"; Pearson, New Delhi.
2. Krishnamacharyulu, C. S.: "*Rural Marketing – Text and Cases*"; Pearson, New Delhi.

References:

1. Dogra, B. and Ghuman, K.: "*Rural Marketing – Concepts and Practices*"; TMH, New Delhi.
2. Ramkishen, Y.: "*New Perspectives in Rural and Agricultural Marketing*"; Jaico Publishing House, New Delhi.
3. Rajagopal: "*Management of Rural Business*" Wheeler Publications, New Delhi.
4. Neelameghan S. "*Marketing in India: Cases and Readings*"; Vikas Publishing House, New Delhi.
5. Gopalaswamy T. P."*Rural Marketing*"; Wheeler Publishers, New Delhi.

Note: Latest edition of text book and references must be used.

MK 332 **Distribution and Supply Chain Management (DSE – II)** **3-0-0-3**

Course Objective

This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

Course Content

The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment. **Distribution:** Basic concept, Transportations, Inventory, Warehousing, Managing logistics. [10]

Concepts and importance: of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit. [09]

Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment. [10]

Strategic Alliances: Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management. [10]

Text Books

1. Ayers, J. B., "*Handbook of supply chain management*", Florida: Auerbach Publication..
2. Chopra, S., and Meindl, P., "*Supply chain management: Strategy, planning and operation*", New Delhi: Pearson Education.

References:

1. Ballou, R. H., and Srivastava, S. K., "*Business logistics/ supply chain management*", (5th Edition). New Delhi: Pearson Education.
2. Raghuram, G., and Rangaraj, N., "*Logistics and supply chain management: cases and concepts*", New Delhi: Macmillan.
3. Shah, J., "*Supply chain management: Text and cases*", New Delhi: Pearson Education.
4. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., and Shankar, R., " *Designing and managing the supply chain*", New Delhi: Tata McGraw Hill.
5. Coyle, J. J., Bardi, L. J., and Langley, C. J., "*The management of business logistics*," USA: South-Western.
6. Dornier, P. P., Ernst, R., Fender, M., and Kouvelis, P., "*Global Operations Management and Logistics: Text and Cases*", New York: John Wiley and Sons.

Note: Latest edition of text book and references must be used.

MK 342 Customer Relationship Management (DSE – II) 3-0-0-3

Course Objective

To understand the need and importance of maintaining a good customer relationship management system.

Course Content

Introduction Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders. Acquiring customers - Customer loyalty and optimizing customer relationships - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. [10]

Understanding Customers Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer lifetime value – Selection of Profitable customer segments. CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement. [10]

CRM Structures Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications. Sales Force Automation - Sales Process, Activity, Contact-Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM). [10]

CRM Planning And Implementation Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers. CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement. [09]

Text Books

1. Shainesh, G., and Sheth, J.N. "*Customer Relationships Management*", Strategic Prespective, Macmillan India.
2. Rai, A.K. "*Customer Relationship Management : Concepts and applications*", Prentice Hall of India Private Limted, New Delhi.

References:

1. Mohamed, H.P. and Sahadevan, A. "*Customer Relationship Management*", Vikas Publishing
2. Catheart, J. "*The Eight Competencies of Relationship selling*", Macmillan India
3. Shanmugasundaram, S. "*Customer Relationship Management*", Prentice Hall of India Private Limted, New Delhi, 2008
4. Buttle, F. (2010) "*Customer Relationship Management: Concepts & Tools*", Elsevier.
5. Kumar, V. and Werner J. (2008) "*Customer Relationship Management*", Wiley India.

HR 311 **Recruitment and Selection (DSE – III)** **3-0-0-3**

Course Objective

Organizations serious about obtaining profits through people will expend the effort needed to ensure that they select the right people. The organization needs to be clear about what are the most critical skills and attributes needed in its applicant pool and these skills and attributes must be consistent with the particular job requirements and the organization's approach to its market. In this context, this course is designed with the following objectives. On completion of the course students will be able to understand:

- The process of identifying job performance dimensions that are the basis for knowledge, skills and abilities required to perform the job assigned,
- The process of assessing knowledge, skills and abilities required to perform the job assigned,
- The process of incorporating knowledge, skills and abilities that are required for job performance, in the recruitment and selection measures and,
- The process of developing some of the assessment devices those aim at assessing the knowledge, skills and abilities of the applicants in selection

Course Content

Concept of Recruitment: Meaning, Importance, Purpose, Factors governing recruitment, Recruitment process, Sources of recruitment, Techniques of recruitment, Philosophies of recruitment, Evaluation of recruitment. [06]

Job Analysis and Profile Matching: Nature, Process, Methods of collecting job data, Potential problems with job analysis, Job design, Factors affecting job design, Job design approaches, Contemporary issues in job design, Job specification. [07]

Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and weighted application blanks- Meaning and definition, Advantages and disadvantages, Behavioral approach to recruitment - Spotting personality patterns, Making basic assumptions, Predicting the future, Strategy Vs. Technique, Studying the CV. [07]

Selecting the Right Candidate: Nature of selection, Process, Testing concepts – Reliability and validity, Employment law in India, **Testing:** Meaning, Definition, Purpose, Advantages and disadvantages, Ability tests, Clerical ability test, Mechanical ability test, Mental ability test, physical ability test, Personality assessment test, Typing test, Shorthand test, Computer proficiency test.

Interviewing: Planning the interview, Interview process - getting started, examining the interview areas, examining the strengths & weaknesses, Interview in public sector undertaking, statutory requirements. [11]

Reference checking and Appointment orders: Meaning, definition and purpose, Verification of character, Criminal antecedents, Previous work behavior and education qualifications, Verification of community certificates, Statutory requirements (under the Shops and commercial establishments Act), Contents of appointment letter, Hard copy (or soft copy), Method of delivery and retrieving the acknowledgement copy, Medical Examination and acceptance of offer for joining. [08]

Text Books

1. Bhattacharya Dipak Kumar, "*Recruitment and Selection : Theories and Practices*", 1st Edition 2016, Cengage Learning India.

References:

1. Pandey Vaneeta and Prasad Veena**, "***Recruitment and Selection*", 1st Edition 2015, Himalaya Publishing House.
2. Rashmi TK, "*Recruitment Management*", 1st Edition 2017, Himalaya Publishing House.

Note: Latest edition of text book and references must be used.

HR 321 **Performance Management (DSE – III)** **3-0-0-3**

Course Objective

To equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Content

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes. [04]

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application [06]

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal, Methods of Performance Appraisal - Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal. [11]

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support.

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team. [08]

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system. [06]

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM. [04]

Text Books

1. Aguinis, H. *"Performance Management"*, 3rd Edition, New Delhi: Pearson Education.
2. Bhattacharyya, D.K. *"Performance Management Systems and Strategies"*, 1st Edition, New Delhi: Pearson Education.

References:

1. Armstrong, M."*Armstrong's Handbook of Performance Management*", New Delhi: Kogan Page India.
2. Bagchi, S.N. "*Performance Management*", 2nd Edition, New Delhi: Cengage Learning.
3. Rao, T.V. "*Performance Management*" - Towards Organizational Excellence", 2nd Edition, New Delhi: Sage Publishing.

Note: Latest edition of text book and references must be used.

HR 331 **Labour Legislation (DSE – III)** **3-0-0-3**

Course Objective

To have a broad understanding of the legal principles governing the employment relationship at individual and collective level. To familiarize the students to the practical problems inherent in the implementation of labor statutes.

Course Content

The Factories Act, 1948; The Trade Unions Act, 1926 The Payment of Wages Act, 1936 The Minimum Wages Act, 1948; The Industrial Disputes Act, 1947 [09]

The Workmen's Compensation Act, 1923; The Payment of Gratuity Act, 1972; The Payment of Bonus Act, 1965; The Employee's Provident Fund & Misc. Act, 1952 [10]

The Employees State Insurance Act, 1948; The Industrial Employment (Standing Orders) Act, 1946; The Apprentices Act, 1961; The Equal Remuneration Act, 1976 [10]

The Maternity Benefit Act, 1961; Contract Labour Regulations and Abolition Act, 1970; The Child Labour Prevention and Regulation Act, 1986 [10]

Text Books

1. Piyali Ghosh and Shefali Nandan (2015), "*Industrial Relations and Labour Laws"*, 1st Edition, New Delhi, TATA McGraw Hill.
2. Sarma A.M (2015), "*Industrial Relations and Labour Laws",* 2nd Edition, Mumbai, Himalaya Publishing House, Mumbai.

References:

1. Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj, "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi, TATA McGraw Hill.
2. Padhi P.K., *"Labour and Industrial Laws*", 2nd Edition, New Delhi, PHI

Note: Latest edition of text book and references must be used.

HR 341 **Training and Development (DSE – III)** **3-0-0-3**

Course Objective

To familiarize the students with the concept and practice of training and management development in the modern organizational setting.

Course Content

Introduction: An overview of training, Role of training and development in HRD, Opportunities and challenges for training, Training and organizational development, Setting training objectives, Spiral model of training, Need to conduct Training Need Analysis (TNA), TNA Model, Need assessment process - Organizational analysis, Person analysis, Task analysis, Output of TNA, Approaches to TNA - Proactive TNA, Reactive TNA. [10]

Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer; Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives. [09]

Training methods: Lectures and demonstrations; Games and Simulations: Equipment simulators, business games, In-basket technique. Case studies, role play, behaviour modelling, Job instruction technique, apprenticeship, coaching, mentoring, experiential training, vestibule training; Computer based training methods. [10]

Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs, Development methods: Action learning, job rotation, executive development programs, special job assignments, team building, coaching, mentoring. [10]

Text Books

1. Raymond A Noe, "*Employee Training and Development*", 7th Edition, McGraw Hill India.
2. Lynton Rolf and Pareek Udai, "*Training and Development*", Prentice Hall

References:

1. Blanchard P. Nick and Thacker James., "*Effective Training, Systems, Strategies and Practices*", Pearson
2. French Wendell, Bell Cecil and Vohra Veena, "*Organisation Development, Behavioral Science Interventions for Organisation Improvement*", Prentice Hall.

Note: Latest edition of text book and references must be used.

HR 312 **Strategic Human Resource Management (DSE – III)** **3-0-0-3**

Course Objective

This course will help the student to get exposure on Strategic Human Resource Management. Understand the different strategies relating to human resource management.

Course Content

Human Resource functions in India – Emergence of Human Resource Management – Distinctive features of human resource management – Strategic Human Resource Management – Aligning human resource to corporate strategy	[08]
Organization Socialization process – Mentoring – Organizational Culture – Organizational Change – Human Resource Planning – Employee Resourcing – Recruitment & Selection process Placement	[09]
Performance Management – Performance Appraisal System – Reward & Performance Management – Motivation – Job Redesign – Job Enlargement – Wage Structuring – Wages & Salary policies – Legal frame work – Wage differentials – Job Evaluation – Incentive Payment system – Payment by result.	[12]
Training Methodologies – Management Development – Career Development – Succession Planning – Welfare & Health – Industrial Relations – Concept, Scope & Objectives – Changing Values & impact	[10]

Text Books

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, *"Human Resource Development", Cengage Learning.*
2. Paul Boselie. *"Strategic Human Resource Management"*. Tata McGraw Hill.

References:

1. Randall S Schuler and Susan E Jackson. *"Strategic Human Resource Management"*. Wiley India. 2nd edition
2. Robert L. Mathis and John H. Jackson, *"Human Resource Management"*, Cengage Learning.
3. Tanuja Agarwal, Strategic Human Resource Management, Oxford
   Jeffrey A Mello, *Strategic "Human Resource Management"*, Cengage Learning, Southwestern.
4. Monir Tayeb. *"International Human Resource Management"*. Oxford.
5. McLeod. *"The Counsellor's workbook"*. Tata McGraw Hill.

Note: Latest edition of text book and references must be used.

HR 322 **Cross Cultural HRM (DSE – III)** **3-0-0-3**

Course Objective

To explore the concepts and techniques of the essential elements of cross cultural HRM and to enable the students to recognise its critical issues. The course aims to understand HRM concerns in the cross cultural scenario.

Course Content

Introduction to concepts of culture and nationality: Impact of culture on international business environment ,Hofsted's approach ,advantages and disadvantages PCN,TCN,HCN,Expatriate adjustment process,Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing. [10]

Managing diversity: Diversity and organisational culture, Approaches to managing diversity, Diversity management programme.Trainning: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building [09]

Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan .Approaches to expatriate compensation: Going rate approach, Balance sheet approach .Cultural impact on compensation policy [10]

Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective
International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC. [09]

Text Books

1. Dowling P.J and Engle Sr.A.D: "*International HRM*", Thomson Learning.
2. Browaeys M.J and Price R: "*Understanding cross cultural management*", Prentice Hall.

References:

1. MausamiS.Bhattacharya and NilanjanSengupta: "*International Human Resource Management*", Excel Books.
2. Thomas.D.C: "*Cross cultural Management essential concepts*", Sage Publication.
3. Lucas Rosemary and Lupton Ben: "*Human resource management in International Context*", Jaico publication house.
4. Schuler.R.S, Briscoe.D.R and Claus, "*International Human Resource Management*", Routledge New York.

Note: Latest edition of text book and references must be used.

HR 332 **Talent and Knowledge Management (DSE – III)** **3-0-0-3**

Course Objective

To prepare students for talent and knowledge management efforts in organisations .It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.

Course Content

Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management. Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.	[09]
Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.	[08]
Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.	[12]
Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.	[09]

Text Books

1. Lance A. Berger, Dorothy Berger*: Talent management handbook*, McGraw Hill New York.
2. Cappeli Peter: *Talent on Demand –Managing Talent in an age of uncertainty*, Harvard Business press.

References:

1. Awad.E.M and Ghaziri.H.M: *"Knowledge management"*, Pearson education International.
2. Stuart Barnes: *"Knowledge management system theory and practice"*, Thomson learning.
3. Donald Hislop: *"Knowledge management in organisations"*, Oxford University press.
4. Sudhir Warier: *"Knowledge management"*, Vikas publishing house.
5. T. Raman: *"Knowledge management"* –a resource book, Excel books.

Note: Latest edition of text book and references must be used.

HR 342 **Negotiation Skills For Managers (DSE – III)** **3-0-0-3**

Course Objective

Understand significance of conflict and locate fertile areas for conflicts to resolve conflicts effectively.
Understanding the term negotiation and the processes involved in negotiation to know issues associated with negotiation.
Learning strategy and tactics of distributive and integrative bargaining.
Sharpening negotiating skills in a variety of interpersonal and intergroup situations.

Course Content

Introduction: Nature of Negotiation and Conflicts, Dynamics of Negotiation and Conflict management. [04]

Conflict Management: Levels of conflict, Sources of conflict [04]

Managing Conflict: Managing interpersonal conflict; Managing team and organizational conflict; Conflict resolution process [06]

Negotiation: Types of negotiation-Distributive, Integrative, Attitudinal structuring and Intra-organizational negotiation; Negotiation process-Preparation, Developing and choosing a strategy, Opening moves, Bargaining and problem solving and Closure and implementation. [10]

Two Party Distributive (Win-Lose) Negotiations: Introducing complexities, Fundamental strategies and complexities [03]

Two Party Integrative (Win-Win) Negotiations: Key features of Integrative negotiation process, Facilitating factors for successful Integrative negotiation, Template design, evaluation and analysis. [03]

Many Party Negotiations: Group decisions, Consensus, Coalitions and Voting [03]

Behaviour of Successful Negotiator: Measuring your progress [03]

Negotiation Styles: Measuring your style with countering measures [03]

Text Books

1. Rout Eirene Leela and Omiko Nelson, *"Corporate Conflict Management"*, Prentice Hall of India Private Limited, New Delhi, 2010

References:

1. Lewicki Roy J, Saunders David M and Barry Bruce, *"Negotiation"*, Fifth Edition, Tata McGraw-Hill, 2010.
2. Corvette Barbara A Budjac, *"Conflict Management: A Practical Guide to Developing Negotiation Strategies"*, Pearson Education, 2007.

Note: Latest edition of text book and references must be used.

MODY UNIVERSITY OF SCIENCE & TECHNOLOGY

[State University u/s 2(f) of UGC Act 1956]

REVISED

Curriculum Structure, Course Description, Text Books and References

of

MBA (Integrated)

(2020-21 Batch onwards)

REVISED

Programme: Dual Degree (BBA)-(MBA)

Duration: Five Years (Ten Semesters) No. of Seats: **60**

Preliminary Note:

The Dual Degree progrmme has been revised to produce socially-conscious women managers and leaders with a foundation in social sciences followed by management education.

The Dual Degree programme is divided into two parts; the first part focuses on the foundation courses, whereas the second part focuses on the management.

For the first three years the programme will enable students to demonstrate (i) language skills, (ii) oral communication skills, (ii) knowledge of foundational subjects for management studies, (iii) social understanding and nation building.

The foundation has three major elements- (i) courses in QT, Statistics and Economics build analytical rigour, (ii) courses in ***Psychology, Sociology, Philosophy and Political Science*** along with workshops on ***self discovery*** and ***nature watch*** provide an understanding of the core disciplines on which the study of management is based, and (iii) courses in basic functional areas of management build strong foundation.

Last two years of the programme are at Post-graduate level and the students shall be mixed with the MBA programme students and they go through the ***same set of courses as the MBA programme***. Hence the learning goals for these two years are the same as that of the MBA Programme. These goals are – (i) Enable students to understand relevance of context in business, (ii) build up analytical skills, (iii) Inculcate integrative thinking ability, (iv) promote interpersonal awareness and ability to work in groups, (v) develop competence in quantitative analysis, (vi) prepare business leaders with a sound understanding of ethics.

The Programme consists of 10 semesters spread over a period of 5 years, with each year having 2 semesters.

Dual Degree students are required to complete a ***social internship*** at the end of year 2, and a business ***internship*** at the end of 4 years. This experiential learning inculcates leadership qualities in them and hones their managerial skills further.

On successful completion of academic rigor of 5 years, the students will be awarded with Dual Degree (BBA)-(MBA). If any student intends to exit after successfully completing the programme requirement at the end of 3 years, she will be awarded with a degree of Bachelor of Business Administration (BBA).

Differentiating features of the Dual Degree programme are as follows.

- ✓ Social Internship at the end of second year,
- ✓ Workshops on nature watch and self-discovery
- ✓ exit option after successful completion of the third year of the Programme,
- ✓ unique rural engagement at the end of third year,
- ✓ outbound training during the fifth year.

Input Qualification: Candidate should have passed 10+2 from a recognized Board with proficiency in English.

Evaluation Procedure: All Rules and Regulations as provided in the Ordinances and Regulations of Undergraduate/Postgraduate Programmes shall be followed.

Dual Degree (BBA)-(MBA)
Five Year Programme
Academic Curriculum (2020-21 onwards)

First Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	BS 101	Sociology and Business Management	3	-	-	3	3	25	25	50
	BS 121	Principles of Management	3	-	-	3	3	25	25	50
	BS 131	Microeconomics	3	-	-	3	3	25	25	50
	BS 141	Statistics for Business Decisions	3	-	-	3	3	25	25	50
	Ability Enhancement Compulsory Courses									
	MDC 003	Environmental Studies	3	1	-	4	3	25	25	50
	Generic Course									
	BS 151	Business and Corporate Laws	3	-	-	3	3	25	25	50
		Sub Total	**18**	**1**	**-**	**19**				
	SF 101	Personal Grooming and Fine Dining (Non-Credit) #				1		50		50

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	BS 112	Organisational Behaviour	3	-	-	3	3	25	25	50
	BS 122	Macroeconomics	3	-	-	3	3	25	25	50
	BS 162	Psychology for Managers	3	-	-	3	3	25	25	50
	BS 142	Business Accounting	3	-	-	3	3	25	25	50
	Ability Enhancement Compulsory Courses									
	BC 152	Business Communication	3	-	-	3	3	25	25	50
	Generic Course									
	BS 152	Entrepreneurship Development	3	-	-	3	3	25	25	50
		Sub Total	**18**	**-**	**-**	**18**				
	SF 111	Social Grooming, Home & Décor and Business Communication(Non-Credit) #				1		50		50

Dual Degree (BBA)-(MBA)
Five Year Programme
Academic Curriculum (2020-21 onwards)
Second Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	**Core Courses**									
	BS 201	Marketing Management	3	-	-	3	3	25	25	50
	BS 271	Political Science for Managers	3	-	-	3	3	25	25	50
	BS 231	Management Accounting	3	-	-	3	3	25	25	50
	BS 241	Tourism Management	3	-	-	3	3	25	25	50
	Skill Enhancement Compulsory Courses									
	BC.21.281	Design Thinking	3	-	-	3	3	25	25	50
		Mody University Elective	3	-	-	3	3	20	-	80
	Generic Course									
	BS 251	Production & Operations Management	3	-	-	3	3	25	25	50
		Sub Total	**21**	**-**	**-**	**21**				
	SF 201	Personal Grooming and Fine Dining and Home & Safety (Non-Credit) #				1		50		50

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	**Core Courses**									
	BS 202	Human Resource Management	3	-	-	3	3	25	25	50
	BS 222	Business Research	3	-	-	3	3	25	25	50
	BS 282	Philosophy for Managers	3	-	-	3	3	25	25	50
	BS 242	Computer Applications in Business	3	-	-	3	3	25	25	50
	Skill Enhancement Course									
	BS.21.262	Contemporary Economic Issues	3	-	-	3	3	25	25	50
		Mody University Elective*	3	-	-	3	3	20	-	80
	Generic Course									
	BS 272	Evolution of Indian Business	3	-	-	3	3	25	25	50
		Sub Total	**21**	**-**	**-**	**21**				
	SF 211	Scocial Grooming and Professional Skills (Non-Credit) #				1		50		50

SCHOOL OF BUSINESS

...Nation-building Through Women Leadership

Dual Degree (BBA)-(MBA)
Five Year Programme
Academic Curriculum (2020-21 onwards)
Third Year

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Autumn Semester	BS 311	International Business	3	-	-	3	3	25	25	50
	BS 321	Quantitative Techniques for Management	3	-	-	3	3	25	25	50
	BS 301	Financial Management	3	1	-	4	3	25	25	50
	BS 351	Financial Institutions and Markets	3	-	-	3	3	25	25	50
	BS 361	Business Policy and Strategy	3	-	-	3	3	25	25	50
	BS 341	Summer Internship Project**	-	-	-	6	-	-	-	100
	Skill Enhancement Course									
	BS 371	Nature watch (workshop) $	-	-	4	2	-	-	-	100
		Sub Total	**15**	**1**	**4**	**24**				
	SF 301	Civility & Ethics, Business & Professional Grooming, Corporate Dining Etiquette (Non-Credit) #				1		50		50

	Course Code	Course Title	Contact Hours per Week			Credits	ETE Duration Hours	Weightage (%)		
			L	T	P			CW	MTE	ETE
Spring Semester	BS 312	E-Commerce	3	-	-	3	3	25	25	50
	BS 322	Project Management	3	1	-	4	3	25	25	50
	BS 332	Basics of Taxation	3	-	-	3	3	25	25	50
	BS 342	Rural Marketing	3	-	-	3	3	25	25	50
	BS 362	Investment Analysis and Portfolio Management	3	-	-	3	3	25	25	50
	Skill Enhancement Course									
	BS 372	Journey of Self Discovery and Strengthening Self (Workshop)	-	-	4	2	-	-	-	100
		Sub Total	**15**	**1**	**4**	**18**				
		Total Credits	**108**	**3**	**8**	**121**				
	SF 302	Soft Skills and Interview Skills (Non-Credit) #				1		50		50

CW: *Course Work;* ***MTE:*** *Mid Term Examination;* ***ETE :*** *End Term Examination*

The University offers four foreign languages, i.e. French, Japanese, German and Spanish, out of which a student is required to select any one. There is no option of change once selected.

**The university offers CBCS (Mody University Elective)which a student require to select any one in autumn and one in spring second year.*

***A student will go for Summer Internship after Second year and Evaluation of Summer Internship Project would comprise of Report and Viva-voce.*

$ The course is based on workshop and field trips; hence, the evaluation will be on the basis of reports submitted

FIRST YEAR AUTUMN SEMESTER

(Semester – I)

BS 101 **Sociology and Business Management** **3-0-0-3**

Course Objectives

- Introduce students to the basic social processes of society, social institutions and patterns of social behavior.
- Enable students to cope effectively with the socio-cultural and interpersonal processes of a constantly changing complex society.
- Apply the knowledge and skill acquired through both the theoretical canons and state-of-the-art research knowledge in the related disciplines to keep themselves updated and informed.
- Identify and analyse prospects and challenges for different kinds of organizations and to propose solutions that take into account a broad range of expectations and requirements from the surrounding society.
- Analyze the consequences of different prospects for organizations, their members/employees and their surroundings.

Course Content

Introduction to Sociology: Meaning, Definition and Scope of Sociology, Utility/Importance of Sociology, Relationship of Sociology with other Social Sciences, Relationship of sociology with economics and business management, Problems, functions and principles of sociology of Management. [8]

The Foundations of Society: ***Society*** - Meaning, Definition, nature and types; ***Culture***- Meaning, definition, features and functions; types ; sub-culture (youth, ethnic and age sub culture vis-a-vis society and organization, e.g. Consumer behavior, organizational culture); ***Norms, values, status and role***- Meaning, definition and types, linkage to business and management**;** ***Socialization***- Meaning, definition and function of socialization, agents of socialization, types of socialization (primary and secondary socialization), theories of primary socialization, personality and socialization; ***Group and organization***- Group meaning, definition and features, types (various types with focusing on primary and secondary groups); ***Organization***- meaning, definition (view from founding fathers of sociology), formal and informal organization, Max Weber's Bureaucracy, sociology of organization, work and leisure, group dynamics, dynamics of social capital. [8]

Social Stratification: Definition of Social Stratification, Types of Social Stratification; Classes, Definition of Class; Caste, Definition of Caste, Characteristics of Caste, Difference between Class and Caste, Caste based attire and products, Ritual based marketing, Functional and conflict approach to social stratification; Stratification and inequality; Class, caste, ethnicity and gender as various aspects of social stratification- Meaning, definition, features and Indian context, Market segmentation. [8]

Social, Economic and Political Institutions: Definition of Social Institution, Elements of Social Institution, Functions of Social Institution. **Family Institution**: Definition of Family, Characteristics of Family, Types/Classification of Families, Functions of Family Institution, Definition of Economic Institution, Structure of Economic Institution, Characteristics of Economic Institution, Functions of Economic Institution, Definition of Political Institution, Structure of Political Institution. Effects of institution on buying and selling. [8]

Social Change and Social Control: Definition of social change, Factors of Social change, Processes of Social Change, Social Control, Social deviance, Society and our environment. Conflict approach to social change; Application on business entities. [7]

Text Books

1. Rao C N S, *Sociology*, S Chand, New Delhi, India

References:

1. Sociology-Paul B.Horton and Chester L.Hunt 6th Edition

Note: Latest edition of text book and references must be used.

BS 121 **Principles of Management** **3-0-0-3**

Course Objective

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Content

Introduction: Concept – Need for study; Managerial functions – An overview; Coordination – Essence of management; Evolution of Management Thought – Classical, Neo classical and Modern approaches, MBO, Emerging issues in management. [8]

Planning: Types of Plan, Objectives of Planning, Planning process, SWOT; **Decision-making** – Concept, importance, Individual versus group decision making, Decision making process, Techniques of decision making. [12]

Organising & Staffing: Concept and importance; Process of organizing – An overview, span of management, line and staff authority, delegation of authority, centralization vs decentralization; Formal and informal organization; Types of organization structure; Concept and importance of staffing, Process of staffing. [12]

Directing and Controlling: Motivation – Concept, importance, intrinsic and extrinsic motivation; Motivation theories – Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z; Leadership – Concept, importance; Theories of leadership – Likert theory, Blake and Mouton's Grid theory, Tannenbaum and Schmidt Leadership continuum; Controlling – Concept, process, Principles of effective control, Major techniques of control. [7]

Text Books

1. Koontz, H. and Weihrich, H. "*Essentials of Management",* Pearson Education.
2. Prasad, L.M., "*Principles and Practices of Management*", S Chand and Sons, New Delhi

References:

1. Luthans, F., "*Introduction to Management",* McGraw Hill.
2. Robbins, S. and Coulter, M."*Management",* Pearson Education.
3. Drucker P. F., "*Practice of Management"*, Mercury Books, London.
4. Griffin, R.W. "*Management Principles and Application",* Cengage Learning
5. Louis, A.Allen. "*Management and Organization"*, Mc Graw Hill, Tokyo.

Note: Latest edition of text book and references must be used.

BS 131 **Microeconomics** **3-0-0-3**

Course Objective

To acquaint the students with the concepts of microeconomics dealing with consumer behaviour and producer behaviour and also understand the behaviour of firms under different market structures

Course Content

Consumer Behaviour and Elasticity of Demand: Basic demand and supply analysis; Elasticity of demand: price, income and cross elasticity, point elasticity and arc elasticity, marginal revenue, average revenue and price elasticity of demand; Ordinal utility analysis of consumer behaviour: Budget line and indifference curve, consumer equilibrium. Income consumption curve and Engel curve, Price consumption curve and derivation of demand curve, Income and Substitution Effects of a price change; Consumers' Surplus; Revealed Preference theory. [8]

Production and Cost: Total, average and marginal product curves, Three stages of production, Production isoquants, marginal rate of technical substitution, economic region of production, Isocost lines, optimal combination of resources, the expansion path, returns to scale; **Cost of Production** - Concept of explicit costs, implicit costs and opportunity costs of production, derivation of short run and long run cost curves. Economies and Diseconomies of scale and the shape to the long run average cost. Learning curve and economies of scope. [12]

Perfect Competition: Assumptions, Equilibrium of the firm and the industry in the short run, Supply curve of firm and industry in the long run. Consumers' and Producers' Surplus and the efficiency of perfect competition. Welfare effects of an excise tax. [6]

Imperfect Competition: Monopolistic competition - price and output decision in the short run and long run, monopolistic competition and economic efficiency; **Monopoly:** Monopoly short run and long run equilibrium. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. Comparison of pure competition and monopoly and the social costs of monopoly power including deadweight loss. Degree of price discrimination.
Oligopoly and Interdependence: Cournot's duopoly model (with reaction curves), kinked demand curve model, dominant firm price-leadership model, centralized cartels. [13]

Text Books

1. Dwivedi, D. N., "*Principles of Economics*", Vikas Publishing House New Delhi.
2. Deepashree, "*Microeconomics-Theory & Applications"*, Mc Graw Hill, New Delhi.

References:

1. Salvatore, Dominick, "*Principles of Microeconomics"*, Oxford International Student Edition.
2. Gould, J.P., and Lazear, E.P., "*Microeconomic Theory"*, All India Traveller Bookseller, New Delhi.
3. Pindyck, R.S., D. L. Rubinfeld and Mehta, P. L., "*Microeconomics"*, Pearson Education.
4. Koutsoyiannis A., "*Modern micro-economics*", Macmillan New Delhi.
5. Stigler, G., "*The Theory of price*", Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

BS 141 **Statistics for Business Decisions** **3-0-0-3**

Course Objective

To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making.

Course Content

Introduction to Statistics: Meaning, Definition, Scope, uses and limitations of statistics, Collection of primary and secondary data, Classification and tabulation of data, Graphs of frequency distribution and Curves. **Measures of Central Tendency** - arithmetic mean, geometric mean and harmonic mean. Median and Mode (and other partition valuesincluding quartiles, deciles, and percentiles). [10]

Measures of Dispersion: absolute and relative, Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance. **Moments** - Calculation and significance, Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis. [9]

Correlation Analysis - Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; Rank Correlation **Regression Analysis** - Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression. [13]

Index Numbers: Meaning and uses of index numbers. Construction of index numbers: fixed and chain base: univariate and composite. Aggregative and average of relatives – simple and weighted, Tests of adequacy of index numbers, Base shifting, splicing and deflating, Problems in the construction of index numbers, Construction of consumer price indices. Important share price indices, including BSE SENSEX and NSE NIFTY. [7]

Text Books

1. Vohra N. D., "*Business Statistic"s"*, McGraw Hill New Delhi
2. Gupta, S.P., and Archana Gupta., "*Statistical Methods",* Sultan Chand and Sons, New Delhi.

References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui., "*Statistics for Management*", Pearson Education.
2. Berenson and Levine., "*Basic Business Statistics: Concepts and Applications*", Pearson Education.
3. Siegel Andrew F., "*Practical Business Statistics*", McGraw Hill.
4. Spiegel M.D., "*Theory and Problems of Statistics*", Schaum's Outlines Series. McGraw Hill Publishing Co.
5. Gupta, S.C., "*Fundamentals of Statistics*", Himalaya Publishing House.
6. Anderson Sweeney and William, "*Statistics for Students of Economics and Business"*, Cengage Learning.

Note: Latest edition of text book and references must be used.

Environmental Studies 3-1-0-4

MDC 003

Course Objective

Environmental studies is one of the most important topics in the context of present civilization as the present status of environment is precarious and if proper and timely precautionary measures are not taken it has the potential to destroy many of the natural process that not only allows life to survive but also thrive. The objective of the course is to provide the student with an understanding of environmental issues.

Course Content

Environmental Science: Definition, scope and importance, Multidisciplinary nature. [2]

Ecology and Life Sustaining Process: Origin, evolution and diversification of life; natural selection; levels of selection. Ecosystem structure, functions; nutrient cycles; biomes; habitat ecology; primary and secondary productivity; Population ecology; metapopulation dynamics; growth rates; density growth; niche concept; Species interactions:. Biodiversity and bio conservation; genetic drift; biogeography and evolutionary ecology (Indian context only); gene-environment interaction; Endangered and endemic species of India. [6]

Present civilization and its engine: Empowerment through Science and Technology: Its power and its consequences. The strongest contemporary ideas of science and their consequences on society. Industrial Civilization and its engine. Economics and its limitations: meta economics Psychology: The Anatomy of Greed, Envy and Vanity (Freud's Psychoanalytic perspective, Hans Selye Stress Model; Self-regulation techniques) Unsustainable development. Traditional methods of protecting nature. [6]
Suggested Case studies: Cultural Basics of our Environmental Crisis (ii) Ecofeminism

Natural Resources (Renewable and Non-renewable Resources): Natural resources and associated problems. Forest resources – Use and over-exploitation, Mining, Dams and their effects on forest and tribal people. Water resources – Use and over-utilization of surface and Ground Water, Mineral resources – Use and exploitation, Role of an individual in conservation of natural resources. [5]
Suggested Case Studies: (i) What has posterity ever done for me?, (ii) Energy policy and further future: The identity problem.

The story of Commons: Definition, Causes, Effects and Control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution and Thermal Pollution, Nuclear hazards. Disaster management – Floods, water logging, salinity, Drought, Earthquakes, Cyclones and Landslides. [6]
Suggested Case Studies:
i) The tragedy of commons:
ii) We all live in Bhopal
iii) The Silent Spring;

Social Issues and the Environment: Urban problems related to Energy, Water conservation, Rainwater Harvesting, Watershed management, Environmental ethics – Issues and possible solutions, Climate change, Global Warming, Acid Rain, Ozone layer depletion, Nuclear accidents and holocaust, Environmental Protection Laws in

India. Population growth, variation among nations. Population explosion—Family Welfare Programme. Environment and human health. Human rights. Value education. Role of Information Technology in environment and human health.

Suggested Case Studies:

i) Earth the Crowded Planet
ii) Famine Affluence and morality
iii) The world food supply [6]

Protection and Prevention of Environment with Special intervention:

Environment Protection and the Law:
Constitution Provisions Relating to Environment, Constitutional provisions about states powers concerning acquisition, regulation and distribution of natural resources (water, forests, mines, oil).

Primary Protective Laws:
Environment Protection Act, 1986, Water (Prevention and Control) Act, 1974, Air (Prevention and Control) Act, 1981, Forest Act, 1927, Forest Conservation Act, 1980, Biodiversity Act, 2002, National Environment Tribunal Act, 1995, National Environment Appellate Act 1997, the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, National Green Tribunal Act, 2010.

Secondary Laws:

Noise pollution regulations: Environment Impact Assessment (EIA), rules relating to waste management (Solid wastes, hazardous wastes, bio-medical wastes, The Costal Regulation Zone Notification). Role of information technology in environment and human health, Greenhouse, its effect, remedies and international declaration related to it. [6]

Sustainable Development (Objective and Application):
Introduction: Dysfunctional civilization, Vision of sustainable world, Satyagraha for Conservation, Buddhist Attitude towards nature , Buddhists Economics

Case studies

a. **Management Sciences**: Carbon Credits and Trading , green marketing and cause related marketing
b. **Science and Engineering Issues**: Organic farming, Renewable energy.
c. **Built Environments**: Sustainable site planning, management of waste and its reduction, Low energy building materials and its implications, embodied energy, different case studies
d. **Sustainable fashion**: Online study of eco-fashion brands; how India can lead?
e. **Judicial activism** [11]

Field Trip & Report writing: (Any one of the following)

i) Visit to renewable energy site
ii) Visit to biodiversity park
iii) Workshop on sustainable fashion
iv) Shekhawati and its environment
v) Morarka Foundation (organic farms) Nawalgarh/ Piplantri village Rajsamand district [4]

Text Books

1. Cunningham William P. Saigo B Woodworth, *Environmental Science: A Global Concern*, McGraw-Hill Higher Education; Sixth Edition
2. Odum E. P. Barret G.W "*Fundamental of Ecology"*, 5 th Edition Cengage Learning.

References:

1. S.C Shastri "*Environmental Law*"5th Ed EBC Explorer, India.
2. , C.T Morgan, R.A King, J.R. Weisz, J. R., & J. Schopler, "*Introduction to Psychology"* International Student edition, Tata McGraw Hill, New Delhi.
3. E.F.Schumacher, Blond and Briggs, "*Small is Beautiful: Economics as if People Mattered"* London.
4. Heywood V.H. & Watson R.T. 1995. "*Global biodiversity assessment"*, Cambridge Univ. Press
5. "*Our Common Future*", Report on World Commission on Environment and Development United Nations Document.
6. Al Gore, "*Dysfunctional Civilization: The Earth in Balance"*, Houghton, Mifflin.
7. Lester Brown, Christofer Favin, Sandra Postel, "*Vision of a Sustainable World"*, The Worldwatch Reader, Ed Lester R. Brown New York
8. W.P. Pruden and S.H. Anderson, "*Environmental Sciences"*, Charles. E., Meredith Publication, NY, USA

Mongraphs for suggested Case Studies :

9. Cultural Basics of our Environmental Crisis: Lweis W. Moncrief, Science Vol 170,508-12 (1970)
10. Ecofeminism: Karen J Warren Environmental Ethics, Vol 12 (1990)
11. Satyagraha for Conservation : Awakening the spirit of Hinduism: O. P. Dwivedi Ethics of Environment and Development, Edited by Engel and Engel, Bellhaven Press, UK (1990)
12. Buddhist Attitude towards nature: Lily De Silva, The Buddhist Attitude towards Nature, Ed: K.Sandell, Buddhist Publication Society, Sri Lanka (1987)
13. What has posterity ever done for me?: Robert Heilbroner, Times Magazine, New York (1975)
14. Energy policy and further future: The identity problem: Derek Parfit, Energy and the future , Eds MacLean and Brown, (1983)
15. The tragedy of commons: Grrettn Hardin, Science, 162 (1968)
16. We all live in Bhopal: George Bradford , Questing Technology, Freedom Press, US (1988)
17. The Silent Spring: Rachel Carson, Houghton Mifflin Co, US (1962)
18. Earth the Crowded Planet: Tristram Coffin, The Washington Spectator, Vol 17.15 (1991)
19. Famine Affluence and Morality: Peter Singer, World Hunger and Moral Obligation Ed William Aiken, Hugh, Lafollette, (1977)
20. The world food supply: Tristram Coffin, Washington Spectator, Vol 19.2, 1993

Note: Latest edition of text book and references must be used.

BS 151 **Business and Corporate Laws** **3-0-0-3**

Course Objective

The objective of the course is to impart basic knowledge of the important business and corporate laws along with relevant case law.

Course Content

The Indian Contract Act, 1872: Contract – meaning, characteristics and kinds; Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects; Void agreements; Discharge of contract – modes of discharge including breach and its remedies; Contingent contracts; Quasi – contracts; Contract of Indemnity and Guarantee; Contract of Bailment; Contract of Pledge; Agency. [14]

The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell; Conditions and warranties; Transfer of ownership in goods including sale by non-owners; Performance of contract of sale; Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer. [6]

The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors,Appointment, qualifications; removal of directors, company meetings. [12]

The Limited Liability Partnership Act, 2008: Meaning and nature of limited partnership, formation, partners& their relations, extent and limitation of liability. [2]

The Information Technology Act 2000: Definitions under the Act; Digital signature; Electronic governance; Regulation of certifying authorities; Digital signatures certificates; Duties of subscribers. [5]

Text Books

1. Tulsian, P.C, "*Business Law"*, McGraw Hill, New Delhi.
2. Lee Reach, "*Business Laws"*, Oxford University Press, UK.

References:

1. Dr. Avatar Singh, *"Company Law",* Eastern Book Company,
2. Datta, C.R. *" Company Law",* Lexis Nexis
3. Bare Acts, Circulars on Laws, Taxmans
4. Kuchhal. M.C., "*Business Law*", Vikas Publishing House, New Delhi
5. *Information Technology Rules 2000 with Information Technology Act 2000*, Taxmann Publications Pvt. Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

SF 101 **Personal Grooming and Fine Dining** **0-0-0-1**

Course Objective

This course is designed to enable the students to identify the different components of grooming, dressing and hygiene through various interactive activities. This will help students to improve their style and image quotient and also improve their confidence levels.

Students will also get familiar with International Dining Etiquette and Standards, Basic Service Rules, The basics of Oenology, Wine and Food pairing and Food Preparation and Presentation Essentials. This will equip students to understand Fine Dining Etiquette and enable them to confidently navigate various Social and Business situations in addition to learning how to entertain elegantly and be a courteous patron.

Section -A: Personal Grooming

Course Content

Personal Hygiene: Understanding the definition and importance of Personal Hygiene, Understanding elements of hygiene and identifying good hygiene practices, Self-care, Dos and Don'ts in hygiene regimen, Common mistakes to avoid. [02]

Art of Dressing: Understanding Image and its components, Linkage of Image with Self-Esteem, Projecting confidence through apparel, Body Shape Analysis, Enhance and Camouflage variations, Colour Psychology, Impact and use of colours in clothing, Creating Various Hairdos, Chignon, Coiffure, Understanding and using various types of accessories, Face Shape Analysis, Dos and Don'ts of accessorizing. [04]

Art of Maquillage: Understanding the importance and types of Maquillage, Basic, Natural, Dramatic, Party, Formal etc. Understanding makeup products as per the skin type, Accessories and their uses, creating various looks, Dos and don'ts of Maquillage, Creating a Maquillage Kit. [02]

Section- B: Fine Dining

Dining Etiquette: Understanding Table Manners and their importance, Elements of various Course Dining, Types of Table Settings, Understanding various types of cutlery and crockery, Understanding the rules of Utensils and Dining Tools, How to Dine with Finesse, Silent Service Code, Eating various difficult to eat foods. [04]

Rudimentary of Wine & Food: Understanding basics of Wine and its types, Origin of Wine and Wine Production Methods, Wine Regions of the world, Wine Tasting Methods, Basics of Wine Glassware, Identifying Wine Labels, Wine and Food Pairing Rules, Matching Weights, Complementing and Contrasting Rules, Physical Properties ,Various Pairing Principles. [02]

Culinary Art: Understanding Culinary Art, Basics of Food Preparation, Identifying and using various types of Kitchen Equipment, Safety procedures to be followed in the kitchen, Understanding various Culinary Terms, Introduction to International Cuisines, Basic Food Preparation. [04]

References: Section -A

1. Todd, K. (2019). Style Session: Perfecting the Art of Dressing. New Holland Publishers.
2. Karbo, K. (2009). The Gospel According to Coco Chanel: Life Lessons from the World's Most Elegant Woman. Rowman & Littlefield.

References: Section- B

1. Dhawan, V. (1990). *Food and Beverage Service*. Frank Brothers
2. Johnson, H., & Robinson, J. (1994). *The World Atlas of Wine*. New York, NY.: Simon &

Schuster.
3. Puckette, M., & Hammack, J. (2016). *Wine Folly: The Essential Guide to Wine*. Penguin Books.
4. Arora, K. (2005). *Theory of Cookery*. Frank Bros. & Co. Ltd.
5. Dubey, S. C. (2007). *Basic Baking*. The Society of Indian Bakers.
6. Rappaport, R. (2013). *The Big Book of Vegetarian Recipes*. Adams Media.

Note: Latest edition of text book and references must be used.

FIRST YEAR
SPRING SEMESTER
(Semester – II)

BS 112 **Organizational Behavior** **3-0-0-3**

Course Objective

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Content

Introduction: Organizational Theories - Classical, Neo-classical and Contemporary. Organizational Behavior: concepts, determinants, challenges and Formal and Informal structures; Flat and Tall structures. Opportunities of OB. Contributing disciplines of OB. Organizational Behavior Models. **Individual Behavior:** Personality- Type A and B, Big Five personality types, Factors influencing personality; **Values and Attitudes**- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes, measurement of attitude; **Learning** - Concept and Learning theories and reinforcement, Schedules of reinforcement; **Perception and Emotions**- Concept, Perceptual process, Importance, Factors influencing perception, perceptual errors and distortions, Emotional Intelligence. [15]

Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making. Nominal group technique and Delphi technique. Communication and Feedback, Models of Communication. Transactional Analysis, Johari Window. [5]

Motivation: Meaning and Importance of motivation, Theories- Vroom's Valence - Expectancy Theory, Intrinsic motivation by Ken Thomas. Behavior modification, Motivation and organizational effectiveness, Measurement of motivation using standard questionnaire; **Leadership, Power and Conflict:** Concept and theories, Styles of leadership, Behavioral approach, Situational approach, Leadership effectiveness. Power and conflict. Bases of power, power tactics; Sources of conflict, Conflict Resolution Strategies. [11]

Dynamics of Organizational Behavior: Organizational Culture and climate- Concept and determinants of organizational culture. Developing Organizational culture. Organizational change- Importance, Stability vs. Change, Proactive vs Reaction Change, Change Process, Managing Change. Individual and organizational factors to stress; Work Stressors, Consequences of stress on individual and organization; Prevention and Management of stress. [8]

Text Books

1. Stephen P. Robbins, Timothy A. Judge, and Vohra Neharika, *"Organizational Behavior"*, 16th Edition, New Delhi, Pearson Education.
2. John W. Slocum and Don Hellriegel, "*Fundamentals of Organizational Behavior*", 1st Edition, New Delhi, Thomson.

References:

1. Fred Luthans ,*"Organizational Behavior-An Evidence-Based Approach"*, 12th Edition, New Delhi, McGraw Hill.
2. Margie Parikh and Rajen Gupta, *"Organizational Behavior", 1st Edition*, New Delhi, McGraw Hill.
3. Udai Pareek and Sushama Khanna, "*Understanding Organizational Behavior"*, 3rd Edition, New Delhi, Oxford University Press.

Note: Latest edition of text book and references must be used.

BS 122 **Macroeconomics** **3-0-0-3**

Course Objective

To provide the student with knowledge of basic concepts of the macro economics and modern tools of macro-economic analysis. Macroeconomics is concerned with the vital economic issues that determine your own economic well-being as well as that of whole family and everyone you know. Macroeconomics is the study of the
major economic totals, or aggregates.

Course Content

Introduction: Concept and Variables of macroeconomics, Income, Expenditure and The Circular flow, Components of expenditure. Consumption, Saving and Investment and S-I approach, Multiplier (two sector) and Numerical. Static macro economic analysis short and the long run – Determination of supply, Determination of demand, and Conditions of equilibrium. [12]
Meaning, Objective and Instruments of fiscal and monetary policy, AD-AS approach; Determination of aggregate demand, Shifts in aggregate demand, Aggregate supply in the short and long run, and Aggregate demand- Aggregate supply analysis. Economy in the short run IS–LM framework.

Inflation - Causes and Effect of rising and falling inflation, Demand pull and Cost push inflation and Measures to control inflation, Inflation and interest rates, Social costs of inflation. **Unemployment** – Natural rate of unemployment, Frictional and wait unemployment. Labour market and its interaction with production system. Phillips curve, Trade-off between inflation and unemployment, Sacrifice ratio, Role of expectations adaptive and rational. [8]

Open economy – Flows of goods and capital, Saving and Investment in a small and a large open economy, Exchange rates; Fixed and Flexible, **Mundell** – Fleming model with fixed and flexible prices in a Small Open economy with fixed and with flexible exchange rates, Interest rate differentials case of a Large economy. Balance of payments, Trade balance, Current and Capital Account, Autonomous and accommodating transactions and Measures to control disequilibrium on BOP. [11]

Behavioral Foundations- Investment – Determinants of business fixed investment, Effect of tax, Determinants of residential investment and Inventory investment. [8]
Demand for Money – Portfolio and transactions theories of demand for Real balances, Interest and Income Elasticities of demand for real balances. Supply of money.

Text Books

1. Dwivedi, D. N., " *Macroeconomics - Theory & Practice*", Tata McGraw Hill, New Delhi.
2. Ahuja, H.L., "*Business Economics*", S.Chand & Company, New Delhi.

References:

1. Dornbusch, Rudiger, and Stanley Fischer,"*Macroeconomics",* McGraw-Hill.
2. Mankiw, N. Gregory, "*Macroeconomics",* Macmillan Worth Publishers New York, Hampshire,U.K.
3. Salvatore, Dominick. "*International Economics",* John Wiley & Sons Singapore.
4. Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
5. Olivier Blanchard, "Macroeconomics", Pearson Education, Inc.
6. Neils & Parker, "*The Essence of Business Economics*",Prentice Hall Of India, New Delhi.

Note: Latest edition of text book and references must be used.

BS 162 **Psychology for Managers** **3-0-0-3**

Course Objectives

- Explain and use basic terminologies of psychology.
- Describe and identify the various applications of the discipline as well as its scientific nature.
- Identify situations where psychological intervention may be required.
- Choose areas of their interest for higher academic qualification in future.
- Gain insight into human behavior and into one's own personality or personal relationships.
- Helps the students in developing an inquisitive mind, superior social skills and a practical business orientation.

Course Content

Introduction: Psychology as a Discipline, Psychology as a Natural Science, Psychology as a Social Science, Psychology and Other Disciplines, Evolution of Psychology, Development of Psychology in India, Branches of Psychology, Understanding self and others, Biological and cultural shaping of Mind and Behaviour, Psychologists at Work, Psychology in Everyday Life. [8]

Assessing People in the workplace: Introduction to Self and Personality, Concept of Self , Cognitive and Behavioral Aspects of Self, Culture and Self, Concept of Personality, Major Approaches to the Study of Personality, Job Analysis and competency Mapping, Selection and assessment, techniques of assessment-Interviews, psychometrics tests, Role plays, work-based assessment and assessment centers. [8]

Leadership, Power and Influence: Different leadership theories and styles, Leaders-their role and impact on business, impact of leadership styles on organizational performance, the relationship between leadership, power and influence in an organizational context. [8]

Meeting Life Challenges: Nature, Types and Sources of Stress, Effects of Stress on Psychological Functioning and Health, General Adaptation Syndrome, Stress and Immune System, Lifestyle Coping with Stress, Stress Management Techniques, Promoting Positive Health and Well-being with the help of various approaches to treatment of stress in the workplace. [7]

Consumer Psychology: Nature and scope of consumer psychology, Consumerism and buyer behaviour, the research methods used by consumer psychologists, nature and scope of advertising, relationship between consumer behavior and motivation, understand differences in advertising approaches to different demographic groups, Individual differences and motivation theories for marketing, selling and advertising products. [8]

Text Books

1. Baron, R.A and Misra, G., "*Psychology*" (Indian Subcontinent Edition), Pearson Education Ltd.

References:

1. Chadha, N.K. , "*Social Psychology*", MacMillan: New Delhi

BS 142 **Business Accounting** **3-0-0-3**

Course Objective

To acquire conceptual knowledge of the financial accounting and to provide knowledge about the techniques for preparing accounts in different business organizations.

Course Content

Theoritical Framework: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis. Generally Accepted Accounting Principles and Conventions, Accounting Standard v/s International Accounting Standards. **Accounting Process:** From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditures & Receipts, Depreciation, Preparation of Profit and Loss Account and Balance Sheet. (Sole Proprietorship only). [12]

Sectional and Self-balancing System: Introduction, advantages and disadvantages, scheme of entries (including effect and rectification of errors), transfer from one ledger to another, contra balances in ledger, self balancing ledgers vs. sectional balancing ledgers. [8]

Insurance Claims: Claims on account of loss of stock, loss of profit or consequential loss, loss of fixed assets, application of average clause, self-insurance and co-insurance, Entries in books of accounts, Workmen compensation insurance. [8]

Consignment Accounts: Important terms, Accounting records, Books of Consigner and consignee, Valuation of unsold stock, loss of goods—normal and abnormal. **Joint Venture Accounts:** Meaning of Joint Venture, Accounting records, Difference between Joint Venture and Partnership, Joint Venture vs. Consignment. [11]

Text Books

1. Mohamed Hanif and Mukherjee Amitabha., " *Financial Accounting"*, McGraw Hill Education, New Delhi.
2. Maheshwari, S.N., and Maheshwari, S. K., "*Financial Accounting",* Vikas Publishing House, New Delhi.

References:

1. Anthony, R.N. and Reece, J.S., "*Accounting Principles*", Richard Irvin Inc.
2. Lal, Jawahar., and Srivastava, Seema., "*Financial Accounting Text & Problems"*, Himalaya Publishing House, New Delhi.
3. Tulsian, P.C., " *Financial Accounting"*, Tata McGraw Hill, New Delhi.
4. Elliott, Barry., and Elliott, Jamie., " *Financial Reporting and Analysis",* Prentice Hall International.
5. Horngren, Charles T., " *Introduction to Financial Accounting"*, Pearson Education.

Note: Latest edition of text book and references must be used.

BC 152 **Business Communication** **3-0-0-3**

Course Objective

To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Course Content

Introduction: Nature, Process and Importance of Communication, Types of Communication (verbal & Non Verbal), Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers. **Non-Verbal Aspects of Communication:** Body language, Kinesics, Proxemics, Para language. [10]

Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter -office Memo, Notices, Agenda, Minutes, Job application letter, preparing the resume. **Effective Listening:** Principles of effective listening, Factors affecting listening exercises, Oral, Written, Video sessions and Seminars. [10]

Report Writing: Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports. [8]

Business language and presentation: Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English. Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids. **Technology and Business Communication:** Role, effects and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e- communication. [11]

Text Books

1. Kaul, "*Business Communication*", Prentice Hall, New Delhi.
2. Gupta, C.B., "*Business Communication*", Sulthan Chand & Sons, New Delhi.

References:

1. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Bovee, and Thill, *Business Communication Today*, Pearson Education
3. Shirley, Taylor, *Communication for Business*, Pearson Education
4. Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH
5. Sharma, R.C., and Krishna Mohan, "*Business Correspondence and Report Writing*", Tata McGraw-Hill Publishing Company Limited, New Delhi.

Note: Latest edition of text book and references must be used.

BS 152 **Entrepreneurship Development** **3-0-0-3**

Course Objective

The purpose of the paper is to understanding about entrepreneurship and creative thinking and behaviour for effectiveness at work and in life.

Course Content

Introduction: Entrepreneur—Definition, Types, Characteristics, Entrepreneurship—Concept, Characteristics, Process, Theories of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurship vs. Intrapreneurship, Women Entrepreneurship, Role of Entrepreneurs, Rural Entrepreneurship—Role and Prospects. [8]

Entrepreneurship Development: Meaning, Objectives, Issues of Entrepreneurship Development Programmes (EDP), EDP Organisations—MDI, EDII, Industrial Sickness and Role of BIFR. **Incentives and Subsidies:** Need, Objectives, Schemes and Advantages, Institutional Finance to Entrepreneurs—SIDBI, NABARD, KVIC. [13]

Small-scale Industries: Concept, evolution, role, problems and prospects, policies governing small-scale industries, organizational structure, ownership pattern, export potential of small-scale industries. [10]

Project Identification and Financial Analysis: Meaning of project, project identification, formulation, feasibility analysis, financial analysis-cost and revenue estimates, techniques of financial analysis. [8]

Text Books

1. Khanka, S. S., "*Entrepreneurial Development"*; S. Chand & Co. Ltd., New Delhi
2. Sudha, G. S., "*Entrepreneurship and Small Business Development"*; RBD Publishing House, Jaipur.

References:

1. Mohanty, S. K., "*Fundamentals of Entrepreneurship"*; PHI Learning, New Delhi
2. Desai, Vasant, " *Dynamics of Entrepreneurial Development and Management*", Himalaya Publishing House, Mumbai.
3. Gupta, C B. & Shrinivasan, N.P., "*Entrepreneurship Development in India*", Sultan Chand & Sons, New Delhi.
4. Bhide, Amar V., "*The Origin and Evolution of New Businesses*", Oxford University Press, New York.
5. Kuratko and Rao, "*Entrepreneurship: A South Asian Perspective*", Cengage Learning.

Note: Latest edition of text book and references must be used.

SF 111 **Social Grooming, Home & Décor and Business Communication** **0-0-0-1**

Course Objective

This course will empower students to build their social skills and enable them to leave a positive impression in various social situations. Students will get acquainted with the rules of proper posture and deportment in addition to the social and business rules of using telephones and cell phones.
They will also learn the Fine Art of Ballroom Dancing. Knowledge of the basics of housekeeping and home maintenance will make them experts at home management so that they can boast of efficiently managed, clean and beautifully decorated homes. In addition, this course educates students on the Art of Floriography so that they can avoid Faux Pas' in social situations.

Section -A: Social Grooming

Course Content

Social Etiquette: Understanding the definition and importance of Social Etiquette, Social Etiquette in Indian Society, Road Rage and Driving Etiquette, Anger Management, Giving Feedback, Importance of Posture, Art of Sitting, Standing and Walking, Understanding Elegance, Being Graceful and Charming. [02]

Telephone & Cellphone Etiquette: Definition of Telephone Etiquette and its importance, Types of Callers, Different Styles of Communicating, Telephone Etiquette Rules and Their Importance, Importance of Paralinguistic elements in telephone communication. Basic Cellphone etiquette rules. Impact of poor telephone etiquette in social and business situations. [02]

Positive Thinking: Definition and importance of Positive Thinking, The 3 Cs approach for developing the right attitude, Circle of Influence Vs. Concern, Tips for building a positive attitude. [02]

Dance: What is Ballroom Dancing, Importance and use of Ballroom Dancing knowledge, Dance Forms, Understanding Beats, Importance of Coordination, Dance Steps. [02]

Section- B: Home and Decor

Home Upkeep: Home Upkeep and its importance, Selection of Fabric, Colour Schemes, Bed Making Basics, Towel Art, Arranging Items in the Bedroom, Drawing Room and Bathroom [02]

Flower Arrangement: Introduction to various types of flowers, Understanding and using materials required for flower arrangement, Rules of Flower Arrangement, Types of Flower Arrangements, Flower Gifting Options, The Language of Flowers, Indoor and Outdoor plants. [02]

Section- C: Business Communication

Cycle of Communication and Barriers: Understanding the Meaning and Types of Communication, The Communication Cycle, Barriers to Communication. [01]

Language Tree & Introduction to Sounds: Parameters for English Communication, Language Tree, English as a Non-Phonetic Language, Understanding Accents, MTI, FLI & RI, Word Composition. Understanding Phonetics. [01]

Consonant Sounds: Understanding Consonant Sounds and their characteristics, What are Articulators, Paired and Non-Paired Consonant Sounds, Place and Manner of Articulation, Tongue Twisters and Sound Drills. [02]

Vowel Sounds: Understanding Vowel Sounds and their characteristics, Difference between Consonant sound and Vowel Sounds, Short and Long Vowel Sounds, Diphthongs, Tongue Twisters and Sound Drills. Basic Transcription [02]

Syllables and Syllabic Stress: What are Syllables, What is Syllabic Stress, Components of Stress, Rules of Syllabic Stress, Word Stress, its impact and importance, Pacing and Pausing. [01]

Grammar 101: Parts of Speech, Commonly Confused Tenses, Common Prepositional Errors, Commonly Confused Words, Basic Error Correction. [01]

Public Speaking Presentation: Types of Public Speeches, How to Overcome the fear of Public Speaking, Steps to Prepare for a Speech, Most Effective Way to Deliver a Public Speech. [02]

References: Section -A

1. Sanghi, S. (2007). *Towards personal excellence: Psychometric tests and self improvement techniques for managers*. SAGE Publications India.
2. Covey, S. R. (2004). *The 7 habits of highly effective people: Powerful lessons in personal change*. Simon and Schuster.

References: Section- B

1. Raghubalan, G., & Raghubalan, S. (2009). *Hotel housekeeping: operations and management*. Oxford University Press
2. Sawyer, B. (2008). *Napkin Origami.* Sterling Pub. Co., Inc

References: Section- C

1. Carnegie, D. (2016). *How to Develop Self-Confidence and Improve Public Speaking*. Simon & Schuster
2. Jones, D. (2006). *Cambridge English Pronouncing Dictionary*. Cambridge University Press.
3. Wren, P.C. and Martin, H. (2018). *High School English Grammar & Composition*. S. Chand Publishing
4. Booher, D. (2015). *What More Can I Say*. Penguin Books.

Note: Latest edition of text book and references must be used.

SECOND YEAR
AUTUMN SEMESTER
(Semester – III)

BS 201 **Marketing Management** **3-0-0-3**

Course Objective

The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.

Course Content

Introduction to Marketing Management: Defining marketing for new realities, nature and scope of marketing, importance of marketing, the core concept of marketing, marketing mix strategy. [6]

Marketing Environment and Marketing Planning: Marketing environment and its elements, new marketing realities, marketing planning process. [4]

Conducting Marketing Research: Need for marketing research, marketing research process, techniques and tools. [4]

Buyer Behavior and Market Segmentation: Buyer behavior and factors influencing consumer behavior, the buying decision process, market segmentation, targeting, and positioning a brief introduction. [5]

Setting Product Strategy: Product characteristics, product mix, new product development process, product life cycle, packaging, labeling, branding. [6]

Developing Pricing Strategy: Pricing objectives, factors influencing pricing, types of pricing, pricing procedure. [4]

Designing and Managing Marketing Channels: marketing channels and value network, channel management decisions, managing retailing, wholesaling, and logistics. [5]

Designing and Managing Promotion Strategy and Marketing Communication: Promotion and its role in marketing, managing the integrated marketing communication process, managing advertising, sales promotion, event & experience, and public relations. [5]

Text Books

1. Kotler, P. and Keller, K.L. (2016), "*Marketing Management*", 15th Edition, New Delhi: Pearson Education.
2. Saxena, Rajan. (2019), *"Marketing Management",* 6th Edition, McGraw Hill Education.

Reference Books

1. Grewal, D. and Levi, M. *"Marketing,"* 5th Edition, Chennai: McGraw Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "*Marketing Moves: A New Approach toProfit Growth and Renewal*", Boston: Harvard Business School Press.

Note: Latest edition of text book and references must be used.

BS 271 **Political Science for Managers** **3-0-0-3**

Course Objectives

- To sensitize students, need for understanding of political theories and policies.
- To equip students, understand political theories and organization; government structure and organizations, constitution and administrative machinery of country.
- To help students analyze complex political environment and its implications for business strategy in emerging environment.

Course Content

Introduction: Meaning and Scope of Political Science; Nation and State; Distinction between Society, Nation, State and Government; Major Political Theories. [9]

Aspects of Constitution of India: Preamble and Salient features of Constitution, Fundamental rights, DPSP, Indian Federal System and Emergency Provisions [6]

Structure of Government and Democracy: Union Executive, Parliament in India, Legislature system in India, Relation of State and Central Government; Universal Adult franchise; Electoral System in India. [7]

Contemporary Issues: Communalism, Caste and reservations; Environment Issues; Good Governance; Human Rights [7]

India and International Relations: India's Foreign Policy; Relation with USA and Russia; relation with other nations and neighboring countries. [10]

United Nations: Economic and Social Developments, Relation with India, India and International Organizations.

Text Book

1. Singh Abhay Prasad & Krishna Murari (2019), Political Process in Contemporary India, 1st Edition, Pearson Education India.

References:

1. Agarwal RC (2018), Political Theory (Principles of Political Science), S Chand Publishing, India.
2. Roy Himanshu & Singh MP (2018), Indian Political System, , Pearson Education India.

Note: Latest edition of text book and references must be used.

BS 231 **Management Accounting** **3-0-0-3**

Course Objective

To provide the knowledge about use of costing and financial data for planning, control and decision making.

Course Content

Introduction: Meaning, Nature and Scope and functions of management accounting, Role of management accounting in decision making, Management accounting vs. Financial accounting, Tools and techniques of management accounting. Difference between cost accounting and management accounting, cost control, cost reduction, cost management. [8]

Standard costing and variance analysis: Meaning of standard cost and standard costing: advantages, limitations and applications, Variance analysis – material, labour, overhead and sales variances, Disposition of variances, Control ratios. [12]

Absorption versus variable costing: Distinctive features and income determination Cost-Volume-Profit Analysis: Break-even analysis-algebraic and graphic methods. Contribution / sales ratio, key factor. Margin of safety. Angle of incidence. Determination of cost indifference point. [10]

Decision making: Costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, exploring new market, make or buy, product mix, operate or shut down, seller process further. **Responsibility Accounting:** Concept, Significance, Different Responsibility Centers, Divisional Performance Measurement – Financial Measures. [9]

Text Books

1. Khan, M.Y. and P.K. Jain., "*Management Accounting*", Tata McGraw Hill, Publishing
2. Lal, Jawahar., "*Advanced Management Accounting- Text and Cases*", S. Chand & Co., New Delhi.

References:

1. Drury, Colin., "*Management and Cost Accounting*", Thomson Learning.
2. Horngreen, Charles T., George Foster and Srikant M. Dattar., "*Cost Accounting: A Managerial Emphasis*", Prentice Hall of India Ltd., New Delhi.
3. Kalpan R.S. and Atkinson A.A., "*Advanced Management Accounting*", Prentice Hall India.
4. Anthony, Robert & Reece, et al, "*Principles of Management Accounting*", Richard Irwin Inc.
5. Pandey I.M., "*Financial Management*", Vikas Publishing House, New Delhi.

Note: Latest edition of text book and references must be used.

BS 241 **Tourism Management** **3-0-0-3**

Course Objective

To familiarize students with clear understanding on the fundamentals of Tourism and its allied activities.

Course Content

Development of Tourism Through Ages: Early and Medieval Period of Travel- Modes of Transports and Accommodation, Renaissance and its Effects on Tourism, Birth of Mass Tourism, Development of Modern Transport, Communication and Accommodation Systems, Origin and Concept of Travel Intermediary Business, Old and New Age Tourism. [7]

Tourism and Its Theories: Meaning and Definitions, Characteristics of Tourism, Need for Measurement of Tourism, Interdisciplinary Approaches, Types & Forms of Tourism, Different Tourism Systems- Leiper's Geo-spatial Model, Mathieson & Wall, Crompton's Push and Pull Theory, Stanley Plog's Allo-centric and Psyco-centric Model of Destination Preferences. [8]

Travel Behaviour & Motivations: Origin of Travel Motivation, Meaning of Motivation &Behaviour, Theory of Travel Motivations, Typology of Tourists, Different Travel Motives, Tourist Centric Approach, Leisure Travel Motivations, Tourist Decision-making Process, Lifestyle Pattern, Tourism Mindedness of People, Tourism & Cultural Relationships, Cultural Exchanges, GIT, FIT & Affinity Group Travel, Bilateral & Multilateral Tourism, Relationship between Human Life and Travel, Growth of Social Tourism. [8]

Tourism Industry & Its Linkages: Meaning and Nature of Tourism Industry, Input and Output of Tourism Industry, Tourism Industry Network- Direct, Indirect and Support Services, Basic Components of Tourism -Transport- Accommodation- Facilities & Amenities, , Horizontal and Vertical Integration in Tourism Business, Tourism Business during Liberalization & Globalizations, Positive & Negative Impacts of Tourism. [8]

Tourism Organizations: Roles and Functions of United Nations World Tourism Organization (WTO), Pacific Asia Travel Association(PATA), World Tourism &Travel Council (WTTC) - International Hotel Association (IHA), Ministry of Tourism, Govt. of India, India Tourism Development Corporation (ITDC), Federation of Hotel and Restaurants Associations of India (FHRAI). [8]

Text Books

1. Swain, S.K. & Mishra, J.M. *Tourism Principles & Practices*, Oxford University Press, New Delhi.
2. Bhatia A.K., *International Tourism Management*, Sterling Publishers, New Delhi.

References:

1. Goeldner, C.R. & Brent Ritchie, J.R.*Tourism, Principles*, Practices, Philosophies. John Wiley and Sons, New Jersey.
2. Page Stephen J. Brunt Paul, Busby Graham and Cornell .J. *Tourism: Modern Synthesis*. Thomson Learning. London. U.K.
3. Gee, Chuck Y., James C. Makens,, and Dexter J.L. Choy. *The Travel Industry*, Van Nostrand Reinhold, New York.
4. Michael M. Coltman. *Introduction to Travel and Tourism- An International Approach*, Van Nostrand Reinhold, New York.

Note: Latest edition of text book and references must be used.

BC 21.281 Design Thinking 3-0-0-3

Course Objective

This course looks at how individuals and organizations use creativity and design thinking skills to identify and choose opportunities that enable innovation. Creative problem solving skills are developed and enhanced through a range of real world activities. An overview of design thinking tools is provided to help students understand design thinking as a problem solving approach. Ideas developed through these processes are then applied to a customer discovery approach to understand their value in the market place.

Course Content

Design thinking for innovation: Introduction to Design Thinking and its role in creativity and innovation; **Empathy: The Foundation of Human Centered Design:** How do we learn what people want?; How we ensure learning fits people's needs; The role of empathy in the design thinking process and the tools we can use [10]

Making Sense of The Data: Synthesizing the Data; Persona mapping; **The design sprint** - Principles of a design sprint and how to make it happen [12]

Moving from ideas to impact: Bring the ideas presented in this course together and show how organizations can create impact from ideas [06]

Prototype & Test - Bringing ideas to life; **Making the pitch** - Using Storytelling to make the case for design thinking [11]

Text Books

1. Jeanne Liedtka and Tim Ogilvie; "*Designing for Growth: A Design Thinking Tool Kit for Managers*", (New York: Columbia University Press, 2011) (referred to below as Designing for Growth).

Note: Latest edition of text book and references must be used.

Mody University Elective	3-0-0-3
Offered by different Schools of University	

BS 251 **Production and Operations Management** **3-0-0-3**

Course Objective

This course introduces the students to the theory and practice of production management as a functional area in the management of business enterprise.

Course Content

Introduction: Evolution, Need, Nature, Importance, Scope and Forecasting. [7]
Plant Location and Utilities: Steps in Location, Location Models. Utilities—Lighting, Ventilation, Air-conditioning, Sanitation, Noise Control.

Plant Layout: Objectives of a good layout, Factors influencing layout, Principles of layout, Types, Significance, Layout Tools and Techniques. [5]

Job Design and Ergonomics: Objectives, Factors affecting Job design, Techniques of Job design, Machine- Worker interaction, Ergonomics- Meaning and Applications. [7]

Work Study: Definition, Importance, Benefits, Steps in work study. Method Study—Objectives, Advantages, Factors facilitating Method Study, Method Study Procedure, Recording Techniques, Motion Study—Importance, Principles, Work Measurement-Time Study. **Quality Control:** Definition, Importance, Quality Control Techniques, Statistical Quality Control- Advantages, Types of Control Charts—X, R, *p*, σ, *np*, C, OC-curve, Total Quality Management, Quality Circle. [20]

Text Books

1. Aswathappa. K & Bhat, Shridhar. K; *Production and Operations Management*, Himalaya Publishing House, New Delhi.
2. Heizer Jay and Render Barry,"*Production & Operations Management*", Pearson Edu.

References:

1. Goel, B.S; *Production Operations Management*, Pragati Prakashan, Meerut.
2. Adam & Ebert; *Production and Operations Management*, PHI, New Delhi.
3. Buffa & Sarin; *Modern Production/Operation Management*, John Wiley & Sons, New Delhi.
4. *Production/Operations Management*, MS-53 (IGNOU), New Delhi
5. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, "*Production & Operations Management Manufacturing and Services*", Tata McGraw Hill

Note: Latest edition of text book and references must be used.

SF 201 **Personal Grooming, Fine Dining and Home & Safety** **0-0-0-1**

Course Objective

This course is designed for students to enrich their grooming standards to an advanced level. It would help them to present themselves as confident and elegant women. They would learn the techniques of enhancing their image with appropriate choices of dressing and maquillage. Students will also learn the rules and manners followed in a Formal Dining Environment.

These skills would enable them to create their mark once they enter the professional arena. Culinary Art classes have been designed teach the art of preparing and presenting Exotic foods. In addition, they will learn life skills like First Aid Basics and Fire Safety. This will help them to become leaders in the social scenario and also improve their confidence levels. They will also learn the basics of how to maintain and design a beautiful home which will further increase their sense of refinement.

Section -A: Personal Grooming

Course Content

Art of Dressing- Students will learn the art of arranging their wardrobe appropriately. The various styles of wearing scarves with the suitable attire will be taught through practical demonstration. They would learn to select specific gowns as per their body shape. Students will learn, discuss and practice different styles of wearing the Saree along with the variations of fabric. [02]

Art of Maquillage- This topic consists the revision of their previous understanding of the basic skincare. It would further teach them how to select and use the right make-up according to the time, occasion and purpose such as 'creating a natural day look' and a look for the social dos. [02]

Restaurant & Party Etiquette- Students would learn to send and accept invitations for the party, and would also get introduced to the concepts of RSVP in addition to Host & Guest Duties. They will learn Menu Planning, 'How to eat difficult foods' to avoid embarrassment in Fine Dining situations. The commonly used glassware and their uses would be taught in Wine Etiquette. The basic guidelines of Restaurant Etiquette would be discussed along with Tipping Etiquette. Students will also receive practical knowledge of Laying out a table, napkin folding and preparing Mocktails through activities. [03]

Section- B: Fine Dining

Wine & Cheese Connoisseur- This topic will introduce students to the Elegant World of Wine and Cheese. How cheese is manufactured, the different classifications will be discussed. Demonstration of cutting and serving the cheese in professional manner would be covered. Students will also get to know the right pairing of cheese with wine and food. [02]

Cocktails & Mock tails Collectif – Introduction to various Beverages, Understanding the different sorts of cocktails and mocktails & the practical exposure of preparing classic mocktails. They would learn the classic recipes of preparing cocktails. [03]

Culinary Art- Students will learn the art of preparing international cuisines such as Chinese, French, Italian, Mexican, American, Japanese and Indian, equivalent to learning the basic culinary techniques. They would also get a practical exposure to prepare a three to five course menu in a fully equipped & professionally stacked kitchen. [04]

Section- C: Home & Safety

Tips on First Aid and Fire Safety: Understanding First Aid, Contents of a First Aid Kit, Emergency Management Process, Identifying and Managing Situations where First Aid is Required, What is a Fire, Types of Fire and Extinguishers, C.A.R.E, How to use a Fire Extinguisher, Guidelines for Fire Safety [04]

Home Upkeep: What is Interior Decoration, Objectives of Interior Decoration, Colour Wheel and Colour Schemes, Complementary, Monochromatic, Triad and Analogous colours, Warm and Cool Colours, Law of Chromatic Distribution, Preferred Placement of Items in a Room, Maximizing Space, Tips on Interior Decoration. [02]

References: Section -A

1. Sabbath, A. M. (2004). *Beyond Business Casual: What to wear to work if you want to get ahead*. IUniverse.
2. Bixler, S. (1997). *The New Professional Image: Dress your best for every business situation*. Adams Media Corporation.
3. Woodall, T and Constantine, S. (2003). *What Not To Wear for Every Occasion*. Riverhead Trade.
4. Bott, D. (2007). *Chanel: Collection & Creation*. Thames & Hudson.

References: Section- B

1. Donnelly, C. (2016). *The Oxford Companion to Cheese*. Oxford University Press.
2. LaVilla, J. (2015). *The Wine, Beer, and Spirits Handbook: A Guide to Styles and Service*. Wiley.
3. Lillicrap, D. R. (2010). *Food & Beverage Service*. Hodder Education.

References: Section- c

1. Raghubalan, G., & Raghubalan, S. (2009). *Hotel housekeeping: Operations and Management*. Oxford University Press.
2. Mendelson, C. (1999*). Home comforts – The Art and Science of Keeping House*. Scribner.

Note: Latest edition of text book and references must be used.

SECOND YEAR
SPRING SEMESTER
(Semester – IV)

Human Resource Management

BS 202 **3-0-0-3**

This course is designed to provide an introduction to the theoretical and practical aspect of Human Resource Management that encompasses several functions including the recruitment, selection, and maintenance of a qualified, motivated, and productive workforce. The effective performance of these functions requires understanding and skill in employment law, planning, job analysis, recruitment, selection, orientation, training, employee development, performance appraisal, compensation, benefits, safety, and labor relations.

Course Objective

Help students to learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration.

Course Content

Introduction: Human Resource Management: Concept, Functions, Roles, Skills & Competencies, Need for HRM, Approach, Significance and Scope of HRM, Changing environment of HRM, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations. [6]

Talent Acquisition: Human Resource Planning-definition, Features, Objectives, Process, Factors affecting Human Resource Planning, Job Analysis, Job Design, Recruitment Sources, Methods, Selection Process—Tests, Interview-types, Steps in interview process and guidelines for effective interviewing. [8]

Training and Development: Need, Objectives, Methods of Training, Evaluation and Development Programmes, Developing Careers. [6]

Appraising Performance: Concept, Objectives, Techniques of Performance Appraisal and Limitations. [5]

Employee Compensation and Benefits: Job Evaluation- Concept, Process, Significance, Managing Compensation, Designing a Compensation System, Components of Employee Compensation—Financial and non-financial, Designing and Administering Benefits. [6]

Employee Relations: Introduction to Industrial Relations, Trade unions- role, types, functions and Problems, Industrial Dispute- concept, causes & machinery for settlement of disputes. Grievance Handling & Disciplinary procedure, Collective Bargaining- concept, types, process, problems, essentials of effective collective bargaining, Managing Workplace safety and health. [8]

Text:

1. Aswathappa, K., "Human Resource Management", Tata McGraw-Hill, New Delhi.
2. Rao, V. S. P., "Human Resource Management: Text and Cases", Excel Books.

References:

1. Dessler Gary; Human Resource Management, Pearson Education, New Delhi.
2. Mondy, A. W. and Noe, R. M., "Human Resource Management", Pearson Education.

Note: Latest edition of text book and references must be used.

BS 222 **Business Research** **3-0-0-3**

Course Objective

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business research.

Course Content

Nature and Scope of Business Research: Role of Business Research in decision making. Applications of Business Research. The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Business Research problem. [10]

Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India) [7]

Primary Data Collection: Survey Vs. Observations. Comparison of selfadministered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniquespaired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design. [12]

Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, One way ANOVA. Introduction to theoretical concept of Factor Analysis and Discriminant Analysis. [10]

Text Books

1. Cooper & Schindler, "*Business Research Methods*", McGraw-Hill Education
2. Aaker, Kumar, Day, " *Marketing Research*", Wiley

References:

1. Zikmund, Babin& Carr, "*Business Research Methods"*, South-Western.
2. Churchill, "*Marketing Research: Methodological Foundations*", Cengage Learning
3. NareshMalhotra, "*Marketing Research*", Pearson
4. Deepak chawla and Neena Sondhi, "*Research Methodology"*

Note: Latest edition of text book and references must be used.

BS 242 **Computer Applications in Business** **3-0-0-3**

Course Objective

To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

Course Content

Introduction: Introduction to Computer-Characteristics of Computers, The Computer System, Parts of Computers); Computer H/W Setup, Configuration, Networking, Mobile H/W Device and types wireless Networking; Operating System-Introduction to Operating Systems, An overview of various Computer & Mobile OS & Application (UN IX / Linux, DOS, Windows, Android, windows mobile, iOS Like), Features of latest Windows Operating Systems & its Management & Networking (Installation, backup, security, User control), Usage of payment gateways. [08]

Introduction to essential tools: Introduction to facilities & commonly used features of: [12]

a) **Word:** Working with word document, Inserting, filling and formatting a table, Mail Merge including linking with Access Database, Creating Macros -Sending E-mail from Word Import / Export of files Converting Word Document to Web Document, PDF files Hyperlinks; OLE Security features in MS-Word - Protection of Documents - Password for Documents - Checking for viruses in macros, referencing, creating bibliography, manage sources and citations, review documents.

b) **PowerPoint:** Preparing Presentations,Slides,Handouts,Speaker's Notes - Outlines - Media Clips - Charts – Graphs, Adding the Transitions to the Slide Show - Special effects in detail, - Setting Slide timings.

c) **Excel:** Creating a work book, Rearranging Worksheet, Organizing Charts and graphs, Ranges and Functions & Formulae: Mathematical, Statistical Financial Functions such as NPV (Net present value), Future value, IRR (Internal Rate of Return), EMI (Equated Monthly Installments, Compounding Yearly, periodic and monthly) - Auto Calculate Using Names in a Formula, Formula Editing, Macros, Consolidation of Data & Data Analysis - Sorting List, Filter & More Filtering Techniques - Consolidate data in multiple worksheets - What-if analysis, Goal Seek Scenario Manager, Solver, Lookup Function - Sub Totals, Nested-IF, Statistical Analysis; Data Validation & Protection - Create a drop- down list from a range of cells - Apply data validation to cells - Copy data validation setting, remove data validation - Find cell that have data validation, protect cell data, using password to protect sheet and workbook. - Use validation to create dependent list; Pivot table Reports & Pivot Chart Reports.

Using MS Excel for Data Analysis & Reporting Features: [10]

Using spreadsheet for following purposes and making reports:

- Loan & Lease statement
- Ratio Analysis.
- Payroll statements
- Capital Budgeting
- Depreciation Accounting
- Graphical representation of data
- Frequency distribution and its statistical parameters
- Correlation and Regression

RDBMS Concepts & Access: RDBMS Concepts, Terminology, Models - RDBMS, Data Modelling using ERD, DB Design using Normalization; Access Creating Databases & Tables – An Introduction; Event Handling & Report Generation; Using Macros; Using Queries through Case Study. [9]

Structured Query Language (SQL): Introduction to Data Definition Language Statements & Data Manipulation Language Statements (Creating Tables, Selecting Data, Inserting Data, Updating Records, Dropping a Table, Querying Database, Aggregating Data, Grouping, Ordering Data, Joining Tables etc.) & Case Studies.

CAAT Tools: Capabilities & Importing Data from Accounting & other Application Systems - An Introduction; Analytical Reports, Duplicates/ Gaps. Sorting & Charting; Stratification, Summarization, Statistics & Aging - An Introduction; Sampling, Macros and Audit Trail.

Text Books

1. Rajaraman, V., *Introduction to Information Technology*, PHI.
2. Hall, J.A., "*Accounting Information System"*, South-Western College Publishing.

References:

1. Boockholdt, J.L., "*Accounting Information System: Transaction Processing and Control"*, Irwin Mcraw-Hill.
2. Gelinas, Ulric J., and Steve G. Sutton, *Accounting Information System*, South Western Thomson Learning.

Note: Latest edition of text book and references must be used.

Philosophy for Managers

BS 282 **3-0-0-3**

Philosophy is the best tool to help managers in areas where no numbers are available. After all a strategic vision is an "idea", it is translated into a "concept", a business model is a … "model" etc

Course Objectives:

1. It introduces students to philosophical approaches in understanding organizations and their management.
2. Basic philosophical concepts leading to intellectual foundations of core management theories and practices.
3. The salience of using alternative philosophical lenses in evaluating managerial problems and developing balanced and undogmatic understandings.

Course Content

Philosophical Foundations: metaphysics, epistemology, and ethics, Empiricism and Pragmatism, Rationalism, Objectivist Philosophy. [6]

Basic philosophical Concepts: Problems and ideas, Problems of administration and social organization, Problems of knowledge, Existence and virtue. [7]

Modern Philosophical Questions: The philosophers of economics- Marx, Smith, Veblen, Keynes and Schumpeter; Contemporary schools of thought and unresolved problems; [7]

Philosophy of logic: : Logical appraisal – Inconsistency, Reasoning; Formal logic - Generality, Form, System; Truth function. [6]

Philosophies of organizations: Towering figures in organizational thought - Max Weber, Economic systems, Varieties of capitalism and organizational forms, Neoclassical paradigm and the realist critique; Darwinian legacy - Evolutionary approaches in the study of organizations; The psyche of organizations - Psychoanalytical and existentialist perspectives; [8]

Applied Ethics: Moral Philosophy and Applied Ethics, Human Rights, Punishment, Business ethics, Corporate citizenship, and Environment ethics. [5]

Text:

1. Ajmera S and Reddy N.K., Ethics, Integrity and Aptitude, McGraw Hill, India.

References

1. Chhanda Chakraborti, Logic : Informal, symbolic and inductive, PHI India.

BS.21.262 **Contemporary Economic Issues** **3-0-0-3**

Course Objective

The course seeks to familiarize students with basic concepts related to the Economic Survey and Union Budget. It aims to equip students with sufficient knowledge and skills to analyse these documents.

Course Content

Concepts: Fiscal policy, areas of government spending in India, Capital and revenue expenditure, plan and non-plan expenditures, Deficits (fiscal, primary, revenue), impact of fiscal deficits on the economy, Capital receipts, revenue receipts, tax and non-tax revenue, direct and indirect taxes, need for rationalisation of tax structure, Goods and Services Tax (GST) [12]

Concepts: Actual, revised and budget estimates, Zero-base budgeting, Gender budgeting, Fiscal devolution and center-state financial relations. [07]

The economic survey: Analysis of current and past policy emphasis. [06]

The union budget: Need for the budget, understanding the process of budget making in India, Analysis of fiscal and revenue deficits, Analysis of sources of revenue and expected growth in revenue, tax simplification, improvement in administration, expansion of tax net and other measures to improve revenue receipts, Analysis of expenditure pattern and expected growth in expenditure, thrust areas of budget, sectors that have received higher/lower shares of expenditure, the reasons and consequences thereof, steps proposed to ensure effective spending [14]

Text Books

1. Mukherjee, P. (2012). Budget making. In K. Basu, A. Maertens (eds.): *The new Oxford companion to economics in India*. Oxford University Press.
2. Chakraborty, P. (2015). Intergovernmental fiscal transfers in India: Emerging trends and realities. In P. Patnaik (ed.): *Macroeconomics*. Oxford University Press.

References:

1. Centre for Budget and Governance Accountability. Recent reports.
2. Dasgupta, D., De, S. (2012). *Fiscal deficit*. *In The new Oxford companion to economics in India*. Oxford University Press.
3. Kapila, U. (2016). *Fiscal and budgetary developments in Indian economy since independence*. Academic Foundation.
4. Ministry of Finance. Economic and social classification of the budget.
5. Ministry of Finance. Economic survey (latest).
6. Ministry of Finance. Finance Commission report (latest).
7. Ministry of Finance. Union Budget.
8. Mukherjee, S. (2015). *Present state of goods and services tax (GST) reform in India*. Working Paper No. 154. National Institute of Public Finance and Policy.
9. Reddy, Y. (2015). *Continuity, change and the way forward: The fourteenth finance commission*. Economic and Political Weekly, 50(21), 27- 36.
10. Spiegel, M. (2003). *Theory and problems of probability and statistics*. Chapter 19. McGraw-Hill.

Note: Latest edition of text book and references must be used.

Mody University Elective	3-0-0-3
Offered by different Schools of University	

BS 272 **Evolution of Indian Business** **3-0-0-3**

Course Objective

To understand the irreducible complexity of organizing business in society and to highlight the importance of strategic decisions by business actors in response to changing business context.
The study the business history in India provides an engaging account of the business methods and families that makes Indian business what it is today.

Course Content

Indian business at the time of colonization: Early colonial rule and the fate of indigenous merchants in different parts of India. The origins of Agency houses and their failure in Calcutta in early nineteenth century, Indian partners and early entrepreneurial initiatives, The maturation of the managing agency system and their decline in the twentieth century. [7]

The Rise and Maturation of Indian Industry: The rise of Indian industry in Western India—profits from opium trade and the rise of cotton textile industry in the second half of the nineteenth century, British dominance of industry in Eastern India, Multinationals, Agency houses and rise of Marwari industrialists in Eastern India in the early twentieth century, The impact of two World Wars and the Great Depression on the rise of Indian industry, Swadeshi enterprises and other challenges to British domination of business. [7]

Indigenous capital and the bazaar economy: Between traditional subsistence economy and the modern European enclave economy, Traditional commission agencies (arhat) and financial instruments (hundi). The cotemporary relevance of the concept of the bazaar economy, Dominant business communities in colonial India—Parsees, Marwaris and Nattukottai Chettiars. [8]

Independent India and the planning period: The conceptual division of the economy into sectors and the place of private industry in economic planning, Growth of traditional big business groups during the Nehru era, Development of capitalism, The story of powerloom, The external environment -Sterling balances controversy and the loss of access to capital for investment in the early plan period. The restrictions on private business in late 1960s through 1970s and business response. [9]

Alternative models of business success: Case studies - Amul and the cooperative model, Maruti and the state-initiated revolution in the automobile market, Industrial cluster in the Tiruppur area, Evolution of Indian business groups in the post-reforms era, The salience of family business, The rise of new industrial elites, Trends in industrial concentration, History of the software industry. [9]

Text Books

1. Tripathi Dwijendra and Jumani Jyoti, *"The Concise Oxford History of Indian Business"*, 1st Edition, Oxford University Press, India.

References:

1. Piramal Gita, *"Business Maharajas"*, Penguin India.
2. Tripathi Dwijendra and Jumani Jyoti , *"The Oxford History of Contemporary Indian Business"*, Oxford University Press.
3. Kudaisya M (ed), *"The Oxford India Anthology of Business History"*, Oxford University Press, New Delhi.

Note: Latest edition of text book and references must be used.

SF 211

Social Grooming and Professional Skills 0-0-0-1

Course Objective

This module is designed with an objective of upgrading one's social etiquette & skills. This would empower students to confidently strike up a conversation in any social circumstances and events. They would also learn about our roots through Indian cultural values & ethics and social dance styles.

Students will also learn to become professionals in office and business scenarios. Various forms of Etiquette required in the professional scenario like Email Etiquette, Office and Business Etiquette and other soft skills like leadership, teamwork, time management will help the students to be well equipped for their professional life. Not only will such skills help them to leave a good impression professionally, but also help to advance their career.

Section -A: Social Grooming

Course Content

Social Etiquette- Students will learn the importance of Social Etiquette and the various factors contributing to build a strong character. They would understand the concept of First Impression, its impact and the art of creating a positive First Impression. Topics such as art of introduction, how to make an ideal handshake, how to a confident conversation, the art of accepting and giving compliments, the skill of saying no politely and basic travel etiquette would be covered. [02]

Understanding Indian Culture Values & Ethics – Students will get familiarized to our country's rich heritage. They will understand the value of age old Sanskrit Language and other languages based on Sanskrit. Introduction to Indian scriptures filled with ancient wisdom such as Vedas, Bhagwad Gita, Ramayana, Bhagwad Puran will be done. [02]

Dance- Students will get introduced to basic ballroom style of dancing. How to warm up before dancing, understanding the music beats, correcting the form & techniques of the graceful style of Ballroom dancing like Waltz, Foxtrot will be taught. [02]

Section- B: Professional Skills

Effective Time Management and Documentation: Understanding the meaning and importance of Time Management, Pillars of Time Management, Pareto Principle, Time Wasters and how to avoid them, Documentation Techniques, Types of Files and Folders, Time Management Matrix, Efficiency Vs. Effectiveness. [02]

Office and Business Etiquette: Understanding Business Etiquette and its Importance, Basic Etiquette in various Business Situations: Elevator Etiquette, Cafeteria Etiquette, Cubicle Etiquette, Washroom Etiquette, Meeting Etiquette, Non Negotiable behaviours, Honesty and Integrity [01]

Email Etiquette: Understanding the meaning and importance of Email Etiquette, Formal Vs. Informal Emails, Formal Email Guidelines, Creating a Professional Signature, Importance of Grammar and Spelling, Importance of Subject Lines, Understanding Email Structures. [01]

Leadership Skills: Understanding the meaning and concept of Leadership, Manager Vs. Leader, Core Values of a Leader, Leadership Competencies, Identifying your Leadership Style, Types of Leaders. [01]

Team Building: What is a Team, Team Work, Team Building and it's Importance, Stages in Team Building, Recipe for a Successful Team, Different Key Roles in a Team, How to be an Effective Team Player. Good Teamwork Vs. Bad Teamwork, Impact of Team Building, Stories of Successful Teams [01]

Group Discussion: Understanding the definition and importance of Group Discussions, Skills needed in a Group Discussion, How to interrupt others, Various roles in a Group [02]

Discussion, Typical GD Mistakes.

Confidence Building & Enhancing Self Esteem: Understanding the meaning and importance of Self-Confidence. How to be Self-Confident, How to Build Self-Esteem, Positive Affirmations, Success Stories, Modeling Positive Behaviours [02]

Communication Skills 101: 7 Cs of Communication. Communication Cycle and Barriers to Communication, Importance of Listening, Listening Vs. Hearing, Types of Communication, Mehrabian Theory, Body Language Techniques and Congruent Communication [02]

References: Section -A

1. Forni, P.M. (2002*). Choosing Civility*. St Martin's Griffin
2. Lickona, T. (2004). *Character Matters*. Atria Books
3. Easwaran, E. (2007). *The Bhagavad Gita:(Classics of Indian Spirituality) (Vol. 1)*. Nilgiri Press.
4. Bayer, L. (2016). *The 30% Solution*. Motivational Press.

References: Section- B

1. Covey, S. (2008). *The Leader in Me*. Simon & Schuster.
2. Bixler, S. (1991). *Professional Presence*. Adams Media.
3. Covey, S. (2013). *The Seven Habits of Highly Effective People*. Simon & Schuster.
4. Reiman, T. (2007). *The Power of Body Language*. Simon & Schuster
5. Di'Falco, M., and Greenky H, J. (2004). *The Big Sister's Guide to the World of Work*. Simon & Schuster.
6. Gross, R. (1988). *Peak Learning*. Tarcher Perigee.

Note: Latest edition of text book and references must be used.

THIRD YEAR AUTUMN SEMESTER

(Semester – V)

BS 301 **Financial Management** **3-0-0-3**

If carefully reviewed what constitutes a business, we will come to the conclusion that there are two things that matter, money and decision Without money, a company won't survive and without decisions, money can't survive. An administration has to take countless decisions in the lifetime of the company. Thus, the most important ones are related to money. The decisions related to money are called 'Financial Management'.

Course Objective

This course will develop the analytical skills and enrich the students with the different scenarios of Investment Decision, Financing Decision , Dividend Decision, Liquidity Decision and Solvency Decision.

Course Content

Introduction: Nature, scope and objectives of financial management , Time value of money, Risk and return- Concept and Calculation (including Capital Asset Pricing Model). [4]

Financing Decision: Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital. **Capital Structure**- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and Financial leverage. Determinants of capital structure. [10]

Investment Decision : Capital Budgeting - The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk-Certainty Equivalent Approach and Risk-Adjusted Discount Rate. [10]

Dividend Decision: Theories for Relevance and irrelevance of dividend decision for corporate valuation- Walter's Model, Gordon's Model, MM Theory, Cash and stock dividends. Dividend policies in practice and Determinants of Dividend. [4]

Liquidity Decision: Working Capital Decisions - Concepts of Working Capital, Operating & Cash Cycles, Risk-return trade off, sources of short term finance, working capital estimation, cash management, receivables management, inventory management. [11]

Analysis of Financial Statements: Techniques of Financial Analysis, Ratio analysis, Funds-Flow Analysis, Cash Flow Analysis.

Texts:

1. Khan, M.Y. and P.K. Jain, Financial Management: Text and Problems, Tata McGraw Hill

2. Pandey, I M. Financial Management, Vikas Publishing House, New Deli.

References:

1. Horne, Van; James C., John Wachowicz, "Fundamentals of Financial Management", Pearson Education

2. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, "Corporate Finance", Tata McGraw Hill

BS 311 **International Business** **3-0-0-3**

Course Objective

An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

Course Content

Introduction: Nature of International Business, Need to study, Drivers of IB, IB vs. Domestic Business, Routes of Globalization, Multinational Corporations. [6]

Theories of Global Trade and Investment: Foreign Trade Policies, Trade Theories, Foreign Direct Investment—Basic concepts, FDI in India. [7]

Political Environment—Democracy, Totalitarianism, Political Risk. **Legal Environment**—Systems of Law, International Disputes Resolution, Areas of Concern for MNCs. **Technological Environment**—Features of Technology, Impact of Technology, Implications for MNCs, Issue of Technology Transfer. **Cultural Environment**—Nature, Elements of Culture and their implications for IB. [15]

Economic Environment and International Financial Management: Income-wise classification of countries, Economic Systems, Trade Barriers. International Financial Management— Nature, FOREX Management, Balance of Payments, International Financial Markets, Role of International Financial Institutions— IMF, WB. **Major Regional Trading Institutions and Groups:** WTO, SAARC, ASEAN, EU, OPEC. [11]

Text Books

1. Aswathappa, K.; International Business, Tata McGraw Hill, New Delhi.

References:

1. Cherunilam, Francis; *International Business*; Prentice Hall India, New Delhi.
2. Daniels, John D., Lee H. Radebaugh, Daniel P. Sullivan; *International Business*, Pearson Education, New Delhi.
3. Hill, Charles W. L.; *International Business*, Tata McGraw Hill, New Delhi.
4. Vyuptakesh Sharan, *International Business*, 3rd Edition, Pearson Education in South Asia, New Delhi.

Note: Latest edition of text book and references must be used.

BS 321 **Quantitative Techniques for Management** **3-0-0-3**

Course Objective

To apprise students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course Content

Introduction: Meaning, Scope, Origin, Uses, Limitations and Techniques. **Linear Programming:** Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method and Simplex method. [9]

Transportation Model: Concept, Transportation problem as a special case of linear programming problem, Initial feasible solution, Optimal solution, Advantages and Limitations, Different models. **Assignment Model:** Assignment problem as a variant of transportation problem, Methods of solving assignment problems. **Game Theory:** Game models, Two player zero sum game, payoff matrix, pure and mixed strategy, Method of Saddle point for pure strategy, Algebraic method for mixed strategy with 2 x 2 Pay-off; Dominance method, Graphical Techniques. [10]

Queuing Theory: Characteristics of queuing system, Models of queuing systems, Practical applications. **Decision Making:** Decision making under Risk and Uncertainty, Pay-off table, Decision rules, Decision Tree. **Replacement Problems:** Types of Replacement situations, Group Replacement Policy. [10]

Network Analysis: Meaning and importance, Critical path, Float, Programme Evaluation and Review Technique, Critical Path Method, Resource analysis and allocation, Crashing of network. **Simulation:** Process of simulation, Monte Carlo technique, Advantages and Disadvantages, Applications in queuing and Inventory problems. [10]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "*Quantitative Techniques*", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BS 351 **Financial Institutions and Markets** **3-0-0-3**

Course Objective

The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Content

Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; RBI and Functions, Role of RBI as a central banker; Products offered by Banks and Financial Institutions (FI), Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs. [08]

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary and secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks. [11]

Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between Standing Committee on Academic Matters dated 20.08.2018 Annexure No.-56 Bachelor of Management Studies University of Delhi 31 NSE and BSE, Raising of funds in International Markets: American Depositary Receipt (ADRs) and global depositary receipt (GDRs), foreign currency convertible bond (FCCB) and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE and NSE. [10]

Money Markets and Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of Securities Trading Corporation of India (STCI) and Discount and Finance House of India (DFHI) in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Oversubscription and devolvement of Government Securities, Government securities issued by State Governments. [10]

Text Books

1. Vohra N.D., "*Quantitative Techniques in Management*", Tata McGraw Hill, New Delhi.
2. Tulsian, Pandey, "*Quantitative Techniques*", Pearson Education, New Delhi .

References:

1. Hira, D.S. and Gupta, P. K., " *Problems in Operation Research*", S. Chand, New Delhi
2. Khan and Jain, "*Financial Service"s,* Tata McGraw Hill
3. Hillier, F.S, Lieberman, G.J., Nag, B. and Basu, P., "*Introduction to Opereation Research*", Tata McGraw Hill Education Private Limited, New Delhi.
4. Hamdy A. Taha, " *Operation Research- An Introduction*", Pearson, Newjersey.
5. Veerbhadrappa, H., " *An Introduction to Operation Research*", New Age International Publishers, New Delhi
6. Rajagopal, K., " *Operation Research*", PHI Learning Private Ltd., New Delhi.

Note: Latest edition of text book and references must be used.

BS 361 **Business Policy and Strategy** **3-0-0-3**

Course Objective

To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Course Content

Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement. [10]

Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis. [10]

Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions. [10]

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance. [9]

Text Books

1. J.A. Pearce & R.B. Robinson : "*Strategic Management formulation implementation and control*", TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : "*Crafting and executing strategy*", TMH

References:

1. Gerry Johnson & Kevan Scholes, "*Exploring corporate strategies*", PHI
2. Upendra Kachru, *Strategic Management*, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland, "*Strategic Management –Concepts and Cases*", McGraw-Hill Companies
4. Lawrence R. Jauch & William F. Glueck*: "Business Policy and Strategic Management"* (Mcgraw Hill Series in Management).

Note: Latest edition of text book and references must be used.

BS 371 Nature Watch (workshop)

SF 301 **Civility & Ethics, Business & Professional Grooming and Corporate Dinning Etiquette** **0-0-0-1**

Course Objective

This course is designed for students to make them ready to face the world of business, entrepreneurship and globalization. It is targeted at third year students, to prepare them for their professional entry so that they are able to have a positive impact in various professional and business events. In addition, this course equips students with mastery in the arena of soft skills and civility along with putting their best foot forward which will help them to stand apart from the crowd and become a leader in the official and professional scenario.

Section -A: Civility & Ethics

Course Content

Character, Values and Credibility: A crucial module to aid character development, this will help students build the foundation of their personality. This will make them solid, dependable people who are assets to their workplaces, homes and society. In a world where materialistic show has become very common this will enable students to stay grounded in their values and be good human beings. [02]

Section- B: Business and professional grooming

Cross Cultural Communication and Business Travel Etiquette: In this world of Globalization, it is crucial to understand diversity and cultural differences so as to avoid faux pas, create global business relationships and overcome cultural barriers while embracing various cultures. This module will develop a fine sense of blending cultures and also include business travel etiquette basics to enable the new generation of global travelers to leave the right impression even while travelling. [02]

Business Dressing : In this sub section the dressing and maquillage relating to formal office dressing will be taught pertaining to different dressing needs for different professions [04]

Self Defense: As women, it is important to be able to protect oneself in both social and professional world by learning self-defense technique. This module is aimed at enabling women to protect themselves and others which will further contribute to building a safe society. [02]

Office party etiquette: in this section certain techniques of dance will be taught, which are commonly a part of social and business parties. [02]

Section – C: Corporate Dining Etiquette

High Tea Guardian: Elegance should be the hallmark of every lady and how one carries herself in various social/ business occasions contributes greatly to that image. This module will impart knowledge on High Tea Etiquette, a British Tradition which is now enjoyed globally as a business protocol [02]

Soiree Protocol: Students will learn the art of hosting parties, host and guest duties, the various kinds of parties and balls and the code of etiquette for each including dressing, deportment, behavior and others. Parties being a social and professional inclusion today, this will help students to leave a positive impression. [02]

Culinary Art: Students will learn the art of baking, including various techniques like creaming, docking, folding, marbling etc. and understanding how various kinds of cakes (dry cakes, icing cakes) and cookies like butter cookies, oatmeal cookies, choco chip cookies etc. are prepared in a fully equipped & professionally stacked kitchen. [02]

References: Section -A

1. Valentine, S. R. D. (2004). *Guide to cross-cultural communication* (Vol. 26). Upper Saddle River, NJ: Prentice Hai1.

2. Winston, P. J. (2005). *Guide to Cross-Cultural Communication. Business Communication* Quarterly, 68(3), 374-379.

References: Section- B

1. Valentine, S. R. D. (2004). *Guide to cross-cultural communication* (Vol. 26). Upper Saddle River, NJ: Prentice Hai1.
2. Winston, P. J. (2005). *Guide to Cross-Cultural Communication*. Business Communication Quarterly, 68(3), 374-379.
3. Sabbath, Ann Marie (2004).*Beyond Business Casual: What to wear to work if you want to get ahead*. iUniverse
4. Bixler, Susan (1997). *The New Professional Image: Dress your best for every business situation*. Adams Media Corporation
5. Woodall, Trinny; Constantine, Susannah (2003).*What Not To Wear for Every Occasion*. Riverhead Trade
6. Bott, Daniele (2007). *Chanel: Collection & Creation*. Thames & Hudson

References: Section- C

1. Lillicrap, Dennis R (2010). *Food & Beverage Service*. Hodder Education
2. Arora, K. (2005). *Theory of Cookery*. Frank Bros. & Co. Ltd.
3. Dubey, S. C. (2007). *Basic Baking. The Society of Indian Bakers*.

Note: Latest edition of text book and references must be used.

THIRD YEAR SPRING SEMESTER (Semester – VI)

BS 312 **E-Commerce** **3-0-0-3**

Course Objective

The objectives of the course is to introduce the concept of electronic commerce, and to understand how electronic commerce is affecting business enterprises, governments, consumers and people in general

Course Content

Introduction to E-commerce: Meaning and concept, Need for E-commerce, Classification of E-commerce, Electronic vs. Traditional commerce, E-commerce and E-business, Business applications of E-commerce, E-commerce as an electronic trading System, Special features.
Network Infrastructure and Protocol: LAN, Ethernet, WAN, Internet, TCP/IP, DNS, FTP, E-mail, WWW server, Web Browser, HTTP. [10]

Electronic Payment System: Introduction, Online Payment System, Prepaid electronic payment system, post paid electronic system, E-cheques, Debit and Credit Cards, Smart Cards, E-purses. Credit and legal risk of e-payment system.
Website Design: Role of website in B2C E-commerce, website strategies and web-site design principles, Push and pull technologies, Alternative methods of customer communication. [11]

Business to Business E-Commerce: Need and alternative of B2B E-commerce, Technologies, EDI and paperless trading, EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, Features of EDI service arrangements, Internet-based EDI. [10]

Securing Network Transaction: Security policy, Procedures and practices, Transaction Security, Fireball, Cryptography Algorithm, Public Key Algorithm, Authentication Protocol, Digital Signature, Site Security, E-Mail Security. [8]

Text Books

1. Bharat Bhasker, "*Electronic Commerce*", TMH, New Delhi

References:

1. David Whiteley, "*E-Commerce*", TMH, New Delhi
2. Chandra T N, R.K. Suri, Sanjiv Verma, "*E-Commerce New Vistas for Business*",Dhanpat Rai & Co., New Delhi
3. Jim A. Carter, "*Developing E-Commerce Systems*", PHI, New Delhi

Note: Latest edition of text book and references must be used.

BS 322 **Project Management** **3-0-0-3**

Course Objective

To enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project.

Course Content

Introduction: Objectives of Project, monitoring and control of investment projects, role of strategic resource allocation, identification of investment and project ideas. Feasibility / viability analysis. [7]

Project Preparation: Marketing and demand analysis, Technical feasibility,; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects. [11]

Project appraisal/selection: Business criterion of growth by: Investment critieria, Project risk analysis ,social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate. [11]

Issues in Project Planning and Management: Networking techniques for Project Management: PERT and CPM, Project Review and Adminsitrative Aspects. [10]

Text Books

1. Chandra. Prasanna, "*Projects Planning.Analysis, Selection,Financing, Implementation, and Review",*McGraw Hill.
2. Gray, Clifford .F. *Project Management.* McGraw Hill.

References:

1. Gopalakrishnan. P. and.Ramamurthy, V.E., "*Text Book of Project Management*", Macmillan India Ltd.
2. JyotsnaBapat, "*Development Projects and critical theory of Environment*", Sage Publication, New Delhi.
3. John M. Nicholas, "*Project Management for Business and technology:Principles and Practice*", Pearson Prentice Hall, New Delhi.
4. David I. Cleland, "*Project Management: Strategic Design andimplementation"*, McGraw Hill Inc.

Note: Latest edition of text book and references must be used.

BS 332 **Basics of Taxation** **3-0-0-3**

Course Objective

To acquaint the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.

Course Content

Basic Concepts: Definitions, Basis of Charge, Residential Status, Scope of Total Income - Exempted income
Heads Of Income: Income from Salaries, Income from House property, Income from Business or Profession, Capital gains, Income from other sources. [15]

Total Income: Deemed income, Set off and Carry forward of losses Deductions from Gross Total Income, Assessment of Individual, Tax Deducted at Source, E-filing of return. [7]

Central Excise and Customs: (a) Nature and Scope of Central Excise, Important Terms and Definitions under the Central Excise Act and related rules, General Procedure, CENVAT.
(b) Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act 1975 and the related Rules. [6]

Central Sales Tax Act, 1956 and VAT: (a)Important terms and definitions under Central Sales Tax Act, 1956—Nature and Scope of Central Sales Tax Act, Provisions relating to inter-state sales, Sales inside a State, Sale/Purchase in the course of Import and Export out of India.
(b) Meaning and need of VAT and related rules
Service Tax: Formation and functions of DGST, Existing schemes for levy, assessment & collection of service tax and related rules [11]

Text Books

1. Singhania, V.K. *Student Guide to Income Tax*. Taxmann Publications Pvt. Ltd.
2. Ahuja Girish and Gupta Ravi: *Practical approach to Income Tax*, Wealth Tax and Central Sales Tax; Bharat Law House Pvt. Ltd., New Delhi.

References:

1. Ahuja& Gupta. Simplified Approach to *Income Tax Flair*, Publications Pvt. Ltd.
2. Mahesh Chandra &Shukla, D.C. *Income Tax Law & Practice* Pragati Publications.
3. Goyal, S.P. *Tax Planning and Management*. SahityaBhawan Publications.

Note: Latest edition of text book and references must be used.

BS 342 **Rural Marketing** **3-0-0-3**

Course Objective

The main objective of this programme is to develop a strong foundation of applied knowledge, concepts, approaches and analytical-skills in the participants for successful marketing of products and services to rural consumers and users.

Course Content

Rural Marketing: Importance, Nature and Scope; Rural vs Urban Marketing; Definition of Rural Area
Understanding Rural Marketing Environment: Geographical, Economic, Socio-Cultural and Infrastructural Factors and their Influence on Marketing Operations [11]

Rural Consumer: Characteristics, Attitudes and Behaviour; Buying Patterns and Influences; Segmenting Rural Markets [6]

Rural Marketing Strategies: Product Planning for Rural Markets, Quality and Size; Packaging and Branding Decisions; Pricing Decisions
Promotion and Distribution in Rural Markets: Media and Copy Decisions; Distribution Channels and Logistics in Rural Markets [13]

Marketing of Agricultural Products: Pricing and Distribution of Agricultural Products; Role of Government and Organisations in Marketing of Agricultural Products; Co-operative Marketing; Problems in Agricultural Marketing [9]

Text Books

1. Kashyap, P.: "*Rural Marketing*"; Pearson, New Delhi.
2. Krishnamacharyulu, C. S.: "*Rural Marketing – Text and Cases*"; Pearson, New Delhi.

References:

1. Dogra, B. and Ghuman, K.: "*Rural Marketing – Concepts and Practices*"; TMH, New Delhi.
2. Ramkishen, Y.: "*New Perspectives in Rural and Agricultural Marketing*"; Jaico Publishing House, New Delhi.
3. Rajagopal: "*Management of Rural Business*" Wheeler Publications, New Delhi.
4. Neelameghan S. "*Marketing in India: Cases and Readings*"; Vikas Publishing House, New Delhi.
5. Gopalaswamy T. P."*Rural Marketing*"; Wheeler Publishers, New Delhi.

Note: Latest edition of text book and references must be used.

BS 362 **Investment Analysis and Portfolio Management** **3-0-0-3**

Course Objective

The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Content

Introduction to Investment Environment: Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives	
Capital Market in India: Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks	[10]
Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Theories: Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.	[10]
Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix, Portfolio Construction: Markowitz, Sharpe-Single Index, and Multiple factor Model	[10]
Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line. **Portfolio Performance Measurement:** Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems). Mutula Funds : Test Run ..	[9]

Text Books

1. Chandra, Prasanna, "*Investment Analysis and Portfolio Management*", Tata McGraw Hill.
2. Pandiyan, Punithavathy, "*Security Analysis and Portfolio Management*", Vikas Publications

References:

1. Fischer, D.E. and Jordan, R.J, "*Security Analysis and Portfolio Management*", Pearson Education
2. Sharpe, W.F., "Alexander, G.J. and Bailey, J, "*Investments*", Prentice Hall of India
3. Singh, R., "*Security Analysis and Portfolio Management*", Excel Books
4. Frank K Reilly and Keith C Brown, "*Investment Analysis and Portfolio Management*", Cengage India Pvt. Ltd.

Note: Latest edition of text book and references must be used.

BS 372 Journey of Self Discovery and

Strengthening Self (Workshop)

SF 302 **Soft Skills and Interview Skills** **0-0-0-1**

Course Objective

All employers today want employees with not just a good academic record and technical skills but also excellent soft skills, communication and interpersonal skills, negotiation, team work, conflict handling and presentation skills. These employability skills are in huge demand and indeed play a crucial role in developing the personality of students so that they can set themselves apart from the competition, crack interviews and transition into various leadership roles. These life skills will help build the attitude and dynamism so that they become go-getters in life.

Section -A: Soft Skills

Course Content

Goal Setting + SWOT Analysis: As students venture into their careers it is important to be able to look at the bigger picture. This module will enable students to list down and subsequently achieve their short, long and mid-term goals. They will identify what prevents people from achieving their goals and how to ensure that they achieve their goals each time following the SMART goal methodology. They will also understand their skills better by listing them in the SWOT (Strengths, Weaknesses, Opportunities and Threats) as per their goals. [02]

Stress Management: In this fast paced world where everyone is running the rat race and wants to achieve everything in life. This results in an incredible amount of multi-tasking which results in high stress situations which eventually affects physical and mental health. This module will enable students to handle high stress situations with aplomb [02]

Negotiation & Conflict Handling: We all want leaders who can get us what we want by negotiating on our behalf and manage situations of conflict. These life skills will empower student to build this extremely crucial skill and make them excellent negotiators, whether it is for a salary or a business deal. Being able to maturely handle both internal and external conflict will make them leaders at the forefront of their teams. [02]

EQ + IQ + SQ: Blending together Emotional Quotient, Intelligence Quotient and Spiritual Quotient will enable the students to lead fulfilling and balanced lives. Not only is emotional intelligence a valued skill in employees, knowledge of this module will enable the young prospective employees to build the right habits of work life balance right from the beginning of their professional careers. [02]

Presentation Techniques: PowerPoint presentations are an integral part of our professional lives. Knowledge of designing a powerful, high impact presentation along with the skill of stage presence and excellent public speaking skills makes this module a must-have in today's world. This will enable students to become excellent presenters by improving their confidence, delivery and designing skills. [04]

Section – B: Interview Skills

Group Discussion (Level 2): This module further builds up on the previous understanding of various group discussion techniques like PREP, SPELT, KWA approaches to enable excellence in Group Discussions which are an important part of the recruitment process. Focus will also be on rigorous practice sessions with extensive feedback which will make students ready and confident for such activities in real life situations. [04]

Micro Presentations: All presentations don't require PowerPoint Slides. Short, powerful presentation and talks which leave a huge impact on the audience and drive them to action is the crux of this module. Again, a must have skill which includes excellent communication skills, compelling body language and dynamic stage presence. [04]

Interview Techniques: Interviews are usually a student's first interaction with the professional world. With a low rate of conversion in most interviews and the pressure of landing a good job, a lot of students find it difficult to put their best front. This module will enable students to master the end to end interview process, right from designing the right resume, professional dressing and [02]

body language to interview techniques including handling difficult questions and honing in on their unique skills and capabilities.

References: Section -A

1. Covey, S. (2013). *The Seven Habits of Highly Effective People*. Simon & Schuster
2. Covey, Stephen (2008). *The Leader in Me*. Simon & Schuster
3. Goleman, D. (1998). *Working with emotional intelligence*. Bantam.
4. Brewer, M. Dr.(2008). *What is your spiritual quotient*

References: Section- B

1. Gorden, R. L. (1998). *Basic interviewing skills*. Waveland Press.
2. Gallo, C. (2014). *Talk like TED: the 9 public-speaking secrets of the world's top minds*. St. Martin's Press.

Note: Latest edition of text book and references must be used.

Fourth Year

Autumn Semester (Sem-VII)

Foundation Courses

	Course Title	Contact Hours
FC.20.501*	Principles of Management	12 hrs
FC.20.511	Introduction to Accounting	12 hrs
FC.20.521	Evolution of Indian Business	12 hrs

**Non-graded*

Each foundation course shall have 2 hours of session each day for six days.
The courses shall not be part of the Grade Card.

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.501	**Business Communication**	2	1	2	4	3	30	20	50
MB.20.511	Managerial Economics	3	1	-	4	3	30	20	50
MB.20.521	Management Accounting	3	1	-	4	3	30	20	50
MB.20.531	Organizational Behavior	3	1	-	4	3	30	20	50
MB.20.541	Women Leadership and Business	3	1	-	4	3	30	20	50
MB.20.551	**Marketing Management**	3	1	-	4	3	30	20	50
MB.20.561	**IT Tools for Manager**	2	-	2	3	3	30	20	50
	Sub Total				**27**				

Fourth Year

Spring Semester (Sem - VIII)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW#	MTE	ETE
MB.20.502	**Business Research Methods**	3	1	-	4	3	30	20	50
MB.20.512	Financial Management	3	1	-	4	3	30	20	50
MB.20.522	Human Resource Management	3	1	-	4	3	30	20	50
MB.20.532	Operations Management	3	1	-	4	3	30	20	50
MB.20.542	Business Environment	3	1	-	4	3	30	20	50
MB.20.552	**Women Entrepreneurship**	3	1	-	4	3	30	20	50
MB.20.562	**Legal Aspects of Business**	3	1	-	4	3	30	20	50
	Sub Total				**28**				

#: ***Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test etc.***

Fifth Year

Autumn Semester (Sem – IX)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.603	**Strategic Management**	3	1	-	4	3	30	20	50
MB.20.613	Summer Internship Project**	-	-	-	3	-	-	-	100
Specialization-I	Elective – I	3	1	-	4	3	30	20	50
	Elective – II	3	1	-	4	3	30	20	50
	Elective – III	3	1	-	4	3	30	20	50
Specialization-II	Elective – I	3	1	-	4	3	30	20	50
	Elective – II	3	1	-	4	3	30	20	50
	Elective – III	3	1	-	4	3	30	20	50
	Sub Total				**31**				

Fifth Year
Spring Semester (Sem-X)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.604	**Business Ethics and Corporate Governance**	2	1	-	3	3	30	20	50
MB.20.614	Dissertation ##	-	-	-	3	-	-	-	100
Specialization-I	Elective - I	3	1	-	4	3	30	20	50
	Elective - II	3	1	-	4	3	30	20	50
	Elective - III	3	1	-	4	3	30	20	50
Specialization-II	Elective - I	3	1	-	4	3	30	20	50
	Elective - II	3	1	-	4	3	30	20	50
	Elective - III	3	1	-	4	3	30	20	50
	Sub Total				**30**				

Total Credits	**116**

Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test.

****: Summer Internship** duration shall be of 8 weeks. And evaluation pattern shall be – Report: 75% and Viva-Voce: 25%.

##: Dissertation shall spread over to two semesters i.e. III and IV. Evaluation is - 75% on report and 25% on Viva

Elective Areas

Finance

Course Code	Course Name
FM.20.603	Security Analysis and Portfolio Management
FM.20.613	Corporate Finance
FM.20.623	Banking and Insurance Management
FM.20.633	Financial Statement Analysis
FM.20.604	Financial Derivatives and Risk Management
FM.20.614	International Financial Management
FM.20.624	Financial Modeling
FM.20.634	Corporate Restructuring

Human Resource Management

Course Code	Course Name
HR.20.603	Organization Development Systems
HR.20.613	Talent Management
HR.20.623	Industrial Relations
HR.20.633	Human Resource Analytics
HR.20.604	Diversity and Inclusion
HR.20.614	Human Resource Development Systems
HR.20.624	Performance Management
HR.20.634	Compensation Management

Marketing

Course Code	Course Name
MM.20.603	Consumer Behavior
MM.20.613	B2B Marketing
MM.20.623	Marketing of Services
MM.20.633	Sales and Distribution Management
MM.20.643	International Marketing
MM.20.604	Integrated Marketing Communication
MM.20.614	Digital Marketing
MM.20.624	Rural Marketing
MM.20.634	Retail Management
MM.20.644	Strategic Brand Management

Business Economics

Course Code	Course Name
BE.20.603	Macroeconomic Theory and Policy
BE.20.613	Demand and Business Forecasting
BE.20.623	Money Banking and Finance
BE.20.604	International Business Economics
BE.20.614	Industrial Economics and Competitive Strategies
BE.20.624	Economics of Consumption

Social Sector Management

Course Code	Course Name
SM.20.603	Social Entrepreneurship
SM.20.613	Development Communications
SM.20.623	Business Strategies for Sustainability
SM.20.604	Management of Corporate Social Responsibility
SM.20.614	Management of Social Impact Institutions
SM.20.624	Social Impact Investment

Entrepreneurship and Family Business

Course Code	Course Name
EF.20.603	Entrepreneurship Theory and Practice
EF.20.613	Entrepreneurship and New Ventures
EF.20.623	Dynamics of Family Business Governance
EF.20.604	Management Tools for Entrepreneurs
EF.20.614	Project Formulation and Preparation
EF.20.624	Secrets of Success: Indian Family Business

FOURTH YEAR
AUTUMN SEMESTER
(Semester – VII)

Business Communication

MB.20.501 **2-1-2-4**

Course Objective:

This course is designed to enhance the communication skills required in different business contexts through various interactive activities. This course will improve the student's self-confidence to express them in the professional business environment. This course will help and acquaint the participants with the basic concepts and techniques of communication, viz Listening, Speaking, Reading & Writing skills.

Course Contents

Effective Communication in Business: Importance and benefits, Components of communication, Forms of Communication, Communication process, Role of Verbal and Non-verbal symbols in communication, Barriers to effective communication, Overcoming communication barriers. **[5]**

Corporate Communication: Characteristics of oral communication, Principles and types of oral communication, Strategies to handle different communication, Professional communicator responsibilities, corporate communication and Public Relation, Role of social media in communication **[8]**

Forms of Communication in Written Mode: Planning and execution of messages, Writing reports, proposals and business plans, Drafting of notice, Agenda, Minutes and resolutions of meeting, Creating and delivering good presentations, Managing data and visuals. **[8]**

Business Etiquettes and Cross-cultural Communication: Introduction, Constituents of Etiquettes, Business Etiquettes and modern technology, Workplace culture, Communicating across different cultures, Culture and writing skills. **[6]**

Career Management and Technology: Introduction, Searching for talent, looking for Job, Planning for Job, Social Networking and Job search, Preparing for Resume, Cover Letter, Group Discussion and Interview, Technology in Business Communication. **[5]**

Storytelling for Business Success: Role of storytelling in businesses today, Methods of storytelling, Model of crafting an effective story, 7 C's of storytelling, Crafting participants' personal stories **[7]**

Text Books:

1. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), "Business Communication", 13th Edition, New Delhi: McGraw Hill Education.
2. Raman, M. and Singh, P. (2012), "Business Communication", 2nd Edition, New Delhi: Oxford University Press.

Reference Books

1. Chaturvedi, P.D. and Chaturvedi M. (2011), "Business Communication, Concepts: Cases and Applications, 2nd Edition, Pearson Education, India.
2. Mukerjee, H.S. (2013), "Business Communication", 2nd Edition, OUP India.

Managerial Economics

MB.20.511 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic Theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. While conducting this course importance is given to the complexity of decision-making process emanating from evolutionary changes that have occurred in the business firms over time.

Course Contents

Nature and scope of Managerial Economics: Economics and optimization techniques- Introduction to Economics and Managerial Economics, theory of the firm and objectives of the firm; Nature and functions of profit; total, marginal and average relationships Optimization analysis- profit maximization through total revenue-total cost approach; profit maximization through marginal analysis. **[6]**

Demand Analysis, Demand Estimation and Demand Forecasting- Individual's demand, specification of the demand function, factors affecting demand Different concepts of elasticity and their measurement, relationship between price elasticity, total revenue and marginal revenue Use of elasticity in managerial decision-making, introduction of demand estimation Methods of demand estimation; use of regression analysis in demand estimation; demand forecast with qualitative and quantitative methods. **[8]**

Theory of production, cost concepts, cost functions and estimation- Production function; short run production function, law of diminishing returns; Production Function and Iso-quants and Iso-costs function; Optimal combination of inputs for minimizing cost ; long run production function and returns to scale; Type of costs; short run and long run cost functions, marginal costs, average costs ; Fixed and variable costs and estimation of cost functions; break-even analysis. **[12]**

Market Structure, Pricing Practices and Game Theory-What are different market structures; Pricing under perfect competition; assumptions, short run and long run equilibrium of the firm and market Determination of price; profit maximization; Pricing under Monopoly: pure and discrimination monopoly; Pricing determination under Monopolistic Competition; Pricing under Oligopoly and Duopoly; Game Theory and Strategic Behavior; Role of the Government in pricing. **[13]**

Text Books

1. Salvatore, D. (2014), "*Managerial Economics in a Global Economy*", 8th Edition, New Delhi: Thomson South-Western.
2. Samuelson, A.P. and Nardhas, W.D. (2010), "*Economics*", 19th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dholakia, R.H. and Oza, A.N. (2003), "*Microeconomics for Management Students*", New Delhi: Oxford University Press.
2. Gupta, G.S. (2003), "*Managerial Economics*", New Delhi: McGraw Hill Education.
3. Keat, P. and Banerjee, S. (2010), "*Managerial Economics: Economic Tools for Today's Decision Makers*", 6th Edition, New Delhi: Pearson Education.
4. Kreps, D.M. (2004), "*Microeconomics for Managers*", New Delhi: W.W. Norton and Company.

Management Accounting

MB.20.521 **3-1-0-4 (Contact hrs: 39)**

Course Objective

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Course Contents

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost, Materials, Labour and overheads and their allocation and apportionment, Preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting. **[4]**

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc. **[6]**

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc. **[8]**

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. **[8]**

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each. **[7]**

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing. **[6]**

Text Books

1. Horngren (2015), "Financial and Managerial Accounting", 5th Edition, New Delhi: Pearson Education.
2. Khan, M.Y. and Jain, P.K. (2103), "Management Accounting: Text, Problems and Cases", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Colin, D. (2005), "Management Accounting for Business", 3rd Edition, Thomson, India
2. Pandey, I.M. (2009), "Management Accounting", New Delhi: S. Chand and Sons.
3. Pauline, W. (2006), "Financial and Management Accounting", 7th Edition, Pearson Education.

Organizational Behavior

MB.20.531 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Contents

Introduction: Historical evolution of OB, Organizational structure, Management functions and roles, Developing an OB Model. **[4]**

Individual Behavior: Personality and values, Personality assessment instruments, Attitudes and job satisfaction, Perception and attribution, linking individual behavior to the workplace. Learning: Concept, Learning theories, Reinforcement, Administering reinforcement, Organizational behavior modification. **[9]**

Motivation: Definition and importance, early theories of motivation, Contemporary theories of motivation, Motivational tools in organization – Job characteristics model, Employee involvement, Rewards. **[7]**

Group Behavior: Concept of Groups, Stages of group development, Group properties, Group decision making, creating effective teams, turning individual into team players. Skills for Managing Teams: Communication, Conflict, Power and Influence, Emotional intelligence. **[8]**

Leadership: Concept, Leadership styles, Theories – Trait, Behavioral, Contingency; Finding and creating effective leaders. **[6]**

Managing Modern Organizations- Culture formation, Managing cross cultural differences, Innovation and learning organization. **[5]**

Text Books

1. Luthans, F. (2013), "Organizational Behavior-An Evidence-Based Approach", 12th Edition, New Delhi, McGraw Hill Education.
2. Robbins, S.P., Judge, T.A. and Vohra, N. (2017), "Organizational Behavior", 16th Edition, New Delhi, Pearson Education.

Reference Books

1. Newstrom, J.W. (2007), "Organizational Behavior-Human Behavior at Work", 12th Edition, New Delhi, McGraw Hill Education.
2. Pareek, U. and Khanna, S. (2011), "Understanding Organizational Behavior", 3rd Edition, New Delhi, Oxford University Press.
3. Parikh, M. and Gupta, R. (2010), "Organizational Behavior", McGraw Hill Education.

WOMEN LEADERSHIP AND BUSINESS

MB.20.541 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The primary objective of this course is to begin to uncover and understand the unique challenges, constraints, and opportunities that face women today as they ascend to leadership positions in organizations.
- A secondary objective of the course is to encourage students to think critically about the kinds of interpersonal, social, and cultural changes that are necessary to support women's advancement in positions of power and authority.

Course Contents

Women in Management: Current status of women leaders, Concepts of gender and leadership in Indian culture, Global gender perspectives in business, Confronting problems faced by women in organizations, Human resource management for gender diversity, Identity and social networking, Legal perspectives for women in India, Working women in emerging markets.	**[6]**
Leadership: Concept, Leadership development for women, Leadership identity, Leadership assessment, Aligning leadership strategy and style with personal values and self-image, Personal brand in the workplace, Successful women leadership models abroad.	**[6]**
Building Leadership Potential Self-awareness, Emotional intelligence, Leading and managing teams, Interpersonal skills, Conflict management, Managing and leading teams, Effective negotiations.	**[8]**
Leadership Communication: Persuasion and argumentation, Thinking through a management situation, Presentation skills, Communication analytics.	**[6]**
Developing a Leadership Style: Leading with authenticity, Strategies for implementing personal change, Leveraging talent in teams, Diversity inclusion, Coaching sessions in small groups.	**[5]**
Managing in a digital age: Data Analytics, Digital Marketing, Identity and social networking	**[3]**
Business Transformation: Bird's eye view of organizational functioning – Finance, Marketing, HR and Operations Management of systems - Entrepreneurial skills, Strategic leadership.	**[5]**

Text Book:

1. Eagly, A. H., & Carli, L. L. (2007). Through the labyrinth: The truth about how women become leaders. Boston, MA: Harvard Business School Press.

Reference Book:

1. Northouse, P. G. (2016). Leadership: Theory and practice (7th ed). Thousand Oaks, CA: Sage.

Marketing Management

MB.20.551 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

In this comprehensive and practical introduction to marketing management, the learner will improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans.

Course Contents

Understanding Marketing Management: Defining marketing for new realities, the value of marketing, the scope of marketing, core marketing concepts, the new marketing realities. **[6]**

Developing Marketing Strategies and Plans: Marketing and customer value, the value delivery process, the value chain, core competencies, strategic marketing planning and process, building customer value, satisfaction, and loyalty. **[6]**

Conducting Marketing Research: The scope of marketing research, the marketing research process, measuring marketing productivity. **[5]**

Analyzing Consumer and Business Market: Consumer behaviour and factors influencing consumer behaviour, the buying decision process, organizational buying and participants. Organizational buying process and stages. **[6]**

Building Strong Brands: Identifying market segments and targeting, segmentation criteria, crafting the brand positioning, creating brand equity, managing brand equity. **[5]**

Creating value through product and pricing: Product characteristics, classifications and differentiation, product life cycle and marketing strategies, developing pricing strategies and programs. **[5]**

Designing and Managing Integrated Marketing Communication: the role of marketing communication, developing effective communication, managing the integrated marketing communication process, managing advertising, sales promotion, event & experience, and public relations. Managing digital communication – online, social media, and mobile. **[6]**

Text Books

1. Kotler, P. and Keller, K.L. (2016), "Marketing Management", 15th Edition, New Delhi: Pearson Education.
2. Saxena, Rajan. (2019), "Marketing Management", 6th Edition, McGraw Hill Education

Reference Books

1. Grewal, D. and Levi, M. "Marketing," 5th Edition, Chennai: McGraw Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "Marketing Moves: A New Approach to Profit Growth and Renewal", Boston: Harvard Business School Press.

IT Tools for Managers

MB.20.561 **2-0-2-3**

Course Objective:

In an increasingly complex world, information technology thinking, understanding, and skill are more important than ever. In this course participants are introduced to the fundamental concepts and with skills for **proficiency** in information system. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the information and data.

Course Contents

Introduction to IT tools and MIS: Systems, data and information and knowledge, Importance of IT tools like spreadsheet, MS-Excel, and MIS in the competitive business environment. Introduction to Information Systems Technology, Basic Excel skills, Using Excel functions and developing Spread Sheep Models. **[7]**

Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Database Management System, Networking, Systems and Application Software, IT's people view, empowering people through information. **[7]**

Managing change – the Indian paradigm. managing the digital divide, big data. Decision Making and Types of information systems, Management information systems, transactions processing systems, decisions support systems, expert systems, office automation systems and knowledge-based systems. **[8]**

Structured decision making, unstructured decision making and semi structured decision making, Information Systems Analysis & Design, Stages of SDLC, Feasibility study, systems study and systems design, Resource utilization, implementation, audit, operation, maintenance and modification, **[8]**

Functional Information Systems, Marketing, Finance, HR, Production/Operations information systems, Enterprise Resource Planning, Process Mapping, Implementation Management. **[9]**

Text Books

1. Albright, C.S., Winston, W.L. and Zappe, C. J (2009), "*Decision Making Using Microsoft Excel*", New Delhi: Cengage Learning.
2. Efraim, T., Dorothy, L., Ephraim, M., and James, W. (2010), "*Information Technology for Management: Transforming Organizations in the Digital Economy*", 7 Edition, New Delhi: John Wiley and Sons.

Reference Books

1. O'Brien, J.A. (2010), "*Management Information Systems: Managing Information Technology in the Business Enterprise*", 7 Edition, New Delhi: McGraw Hill Education.
2. Stair, R. (2008), "*Principles of Information System*", New Delhi: Cengage Learning.
3. Williams, B.K. and Sawyer, S.C. (2012), "*Latest Complete Version Using Information Technology: A Practical Introduction to Computers and Communications*", New Delhi: McGraw Hill Education.

FOURTH YEAR
SPRING SEMESTER
(Semester – VIII)

Business Research Methods

MB.20.502 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. The students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem.

Course Contents

Introduction to Statistics: Origin, Nature and scope in business management, Data processing – Classification, Summarization, Tabulation of data – presentation (tabular and graphic) – Frequency distribution, Measures of central tendency - Arithmetic mean, Weighted mean, Geometric mean, Median, Mode, and Partition values – Quartiles, Deciles and Percentiles, Measures of dispersion - Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation **[6]**

Business Research: Nature of business research, Business research process, Ethics in business research, recent trends. **[4]**

Research Designs: Introduction and classification, Exploratory Research, Descriptive research, Causal research. **[4]**

Measurement and Scaling: Primary scales of measurement, Comparative scaling Techniques, Non-Comparative scaling techniques and Scale evaluation. **[5]**

Data Collection & Preparation: Primary data, Secondary data, Questionnaire and form design, Objectives, Design process. **[5]**

Sampling: Sampling design process, Classification of sampling techniques, Sample size determination. **[4]**

Data Analysis: Hypothesis meaning, Sources types - Parametric and non-parametric tests, Parametric test, T test, F Test and Z test, Non Parametric Test - U Test, Kruskal Wallis, Sign test, Discriminant analysis, Factor and cluster analysis. **[7]**

Report Writing & Presentation: Significance, Report writing- Steps, Layout, Presentation - Executive summary, Precautions, Norms for using tables, Charts and diagrams – Appendix, Index and Bibliography. **[4]**

Text Books

1. Bajpai, N. (2017), "*Business Research Methods*", 2nd Edition, New Delhi: Pearson Education.
2. Mishra, P. (2015), "*Business Research Methods*", New Delhi: Oxford University Press.

Reference Books

1. Bryman,A. and Bell, E. (2015), "*Business Research Methods*", 4th Edition, OUP New Delhi:
2. Cooper, D. R., Schindler, P.S., Sharma, J.K. (2015), "*Business Research Methods*", 11th Edition, New Delhi McGraw Hill Education.

Financial Management

MB.20.512 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to develop a foundation of financial management concepts. This will enable the students to understand how corporations make investment & financing decisions. This course will help the students in understanding both the theoretical and practical role of financial management in business corporations.

Course Contents

Introduction to Finance: Financial markets, Financial institutions, Financial services, Financial instruments, Functions and goals of finance. ***Financial Management***: Nature, Scope, and Objectives of financial management, Time value of money, Risk and return. **[6]**

Capital Structure and Cost of Capital: Capital structure and leverage, Optimum capital structure, Measurement of specific costs, Computation of overall cost of capital ***Financing Decision***: Long-term financing, Short-term financing, Term financing, Venture capital, Basics of lease financing. **[9]**

Capital Budgeting: Principles, Techniques, Measurement and evaluation, Case study problems. ***Working Capital Management***: Planning of working capital, Working capital financing and Inventory management. **[9]**

Financial derivatives: Options, Futures, Forwards, Warrants, Hedging using derivatives. **[5]**

Dividend Policy Decision: Dividend and valuation, Determinants of dividend policy **[5]**

Behavioral Finance Investment Decision Cycle: Judgment under uncertainty, Utility/ Preference functions, Expected Utility Theory [EUT]. **[5]**

Text Books

1. Horne, V. (2008), "*Fundamentals of Financial Management*", 12 Edition, New Delhi: Pearson Education.
2. Lawerence, J.G., and Zutter, C.J. (2015), "*Principles of Managerial Finance*", 14 Edition, New Delhi: Pearson Education.

Reference Books

1. Brigham, E.F. (2014), "*Financial Management Theory and Practice*", 14 Edition, New Delhi: Cengage Learning.
2. Chandra, P. (2008), "*Financial Management*", 7 Edition, New Delhi: McGraw Hill Education.
3. Khan, M.Y. and Jain, P.K. (2005), "*Basic Financial Management*", 2 Edition, New Delhi, Mc Graw Hill Education
4. Pandey, I.M. (2008), "*Financial Management"*, 10 Edition, New Delhi, Vikas Publishing House

Human Resource Management

MB.20.522 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course will help students to learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration. This course will also discuss how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, development etc) and organizational culture.

Course Contents

HRM: Meaning, Nature, Scope and functional area of HRM, Approaches to HRM- soft hard, Strategic HRM, Managing HR Function: Organizing the HR Unit, Line and Staff Relationship, Policies and Procedures, Planning HR activities, Controlling HR Function **[6]**

HRP: Concept of HRP, Objective, HRP Process, Strategic role of HRP Job Analysis, Job Description, Job Specification and Job Design, Recruitment: sources/ Methods, Selection - Steps in selection procedures, Interview (Structured/ Non-structured), Induction and Placement. **[9]**

Training and Development: Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing, Career management and Talent Management. Nature, objectives and process; **[6]**

Performance management: Methods of performance appraisal; Potential appraisal; Employee counseling - Concept and policies. **Compensation** - Base and supplementary compensation; Individual, group and organization incentive plans, Fringe benefits, Performance linked compensation, Employee stock option, Job evaluation. **[7]**

Employee health and safety: Employee welfare; Social security measures, Employer-employee relations- An overview; Grievance handling and redressal, Industrial disputes: Causes and settlement machineries, Trade Union- Nature, Trade Union Movement in India, Strategic choices before managers and unions and managing unions. **[6]**

Virtual Organizations and role of HR: Managing Employee Downsizing, Employee Empowerment and Worker's Participation in Management, Changing Role of HR in Global Scenario. **[5]**

Text Books

1. Ashwathappa, K. (2015), "*Human Resource Management*", 7 Edition, New Delhi: McGraw Hill Education.
2. Dessler, G. and Varkkey, B. (2017), "*Human Resource Management*", 15 Edition, New Delhi, Pearson Education.

Reference Books

1. Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2009), "*Human Resource Management*", 5 Edition, New Delhi: McGraw Hill Education.
2. Mondy, A.W. and Noe, R.M. (2016), "*Human Resource Management*", 14 Edition, New Delhi, Pearson Education.
3. Banfield, P. and Kay, R. (2009) "*Introduction to Human Resource Management*", New Delhi: Oxford University Press.

Operations Management

MB.20.532 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Operations management exists in diverse types of functions, industries, organizations, and management jobs. Operations managers range from first-level supervisors to senior vice-presidents, who use a variety of resources to systematically plan, design, manage, and improve systems that effectively accomplish the operations task. The challenge for operations managers is to produce products and deliver services in a way that is compatible with the business strategy of the company.

Course Contents

Understanding Operations: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. **[4]**

Operations Strategy: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement. **[6]**

Supply Network Management: Designing and managing supply networks, The design of services and products, Process Design, Process Analysis, Location, Layout and flow, The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design. **[8]**

Measuring Product Development Performance, Service Encounters, Structuring the Service Encounter, Service-System Design Matrix, Managing Capacity, Managing Demand, Inventory Management. **[8]**

Quality Management & Control: Quality Concept, Costs, Tools, Statistical Process Control, Process Capability, Operations Strategy, Lean Synchronization, : Process Analysis – Process utilization and capacity, impact of variability, Understanding Supply Chain Management. **[8]**

Quality Management & Control: JIT and Lean Production , Performance Management System, Design of Operating Systems, Managing Projects, Linking Behavior to Operations, Linking Finance to Operations. **[5]**

Text Books

1. Chase, R.B., Shankar, R. and Jacobs, F.R. (2015), "*Operations and Supply Chain Management*", 14Edition, New Delhi: McGraw Hill Education.
2. Heizer, J. and Render, B. (2015), "*Operations Management: Sustainability and Supply Chain Management*", 11 Edition, New Delhi: Pearson Education.

Reference Books

1. Bedi, K. (2013), "*Production and Operations Management*", 3 Edition, New Delhi: Oxford University Press.
2. Buffa, E.S. and Sarin, R.K. (2008), "*Modern Production/Operations Management*", New Delhi: John Wiley and Sons.
3. Chary, S.N. (2015), "*Production and Operations Management*", 5 Edition, New Delhi: McGraw Hill Education.

Business Environment

MB.20.542 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand the overall business environment and evaluate its various components in business decision making.
- To understand the real life situations vis-à-vis economic systems of India and other countries.
- To analyze the impact of economic reforms on different industries.
- Explore socio-cultural issues of the society that influence business decisions.
- To understand legal environment of business in order to comply with it.

Course Contents

Nature and Characteristics of Contemporary Business: Internal and external environmental factors, Environmental analysis and strategic management. **[4]**

Environmental Analysis and Forecasting: Environment scanning and its processes, Techniques for environmental forecasting, Benefits and limitations of environment forecasting. **[4]**

Anatomy of the Indian Economy: Economic system, Planning process, Trend in macroeconomic variables, Economic structure and the stage of development. **[12]**
Economic Policies: Determinants of National Income, Inflation, Fiscal policy, Monetary policy and Trade policy, Economic fluctuations.

Politico-legal Environment: Relationship between business and Government, Important business laws in India - Companies Act, Competition Law, FEMA, SEBI Act, and Consumer Protection Act. **[5]**

Impact of Culture and Values: Inter-relationship between business and society, Salient features of Indian culture and values and its impact on business, The stakeholder Model of business, Problems created by business, SA8000. **[5]**

Technological Environment: The contribution of technology, Integrating technology with Business, Technology transfer, Managing technology for development, Multinationals as source of technology. **[4]**

Economic Reforms in India: The New Economic Policy – Globalization, Exim policy, Banking policy and FDI policy, Reforms in capital market, Salient Features of WTO. **[5]**

Text Book:

1. Cherunilam Francis, Business Environment: Text & Cases, 17th revised edition, Himalaya Publishing House.

References Books:

1. AC Fernando, Business Environment (2011), Pearson Education.
2. Aswathappa K, Essentials of Business Environment (8th edition), Himalaya Publishing House.
3. Pailwar Veena Keshav, Economic Environment of Business (2009), PHI

Women Entrepreneurship

MB.20.552 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

Gender is a critical factor as it shapes our understanding of whom and what can be legitimately recognized as an entrepreneur. This course seeks to develop an understanding of a woman entrepreneur and the specific requirements and conditions that affect the same.

Course Contents

Woman Entrepreneur: Profile of women-owned businesses, Typology of female entrepreneurs, The Socio-economic context of female entrepreneurship - Labour market structure, occupational segregation, gender pay gap, work-life balance, workplace discrimination, glass ceiling effect, sexrole inventory, gender role expectations of society, stereotyping, perception towards female underperformance. **[8]**

Feminist approaches: Defining gender, Sensitivity and women, Role expectations for women, House work versus office/business work, Double roles of women, Role of women in family businesses, The 5M framework, Female networking, gender roles and activities, Resources- Access to entrepreneurial capital, Social capital, Human capital, Financing women owned businesses, Accessing finance, Challenges faced by women entrepreneurs, Venture capital funding for women. **[8]**

Entrepreneurship as empowerment: High technology entrepreneurship and women entrepreneurs, Science and technology enterprises, Gender and technology, Entrepreneurship, Gender and empowerment, Entrepreneurial opportunities for women, Motivating women entrepreneurs. **[7]**

Women entrepreneurs in India: Rural and urban, Roles, Education levels, Social roles and perception of women, Potential projects, Social entrepreneurship, Role of women in the economy, Role of women in the earning potential of a household, Reception of women entrepreneurs, Obstacles faced by women entrepreneurs, Needs of women entrepreneur, Efforts to increase women entrepreneurship in India, Programs for women entrepreneurs, Institutions engaged in promoting women entrepreneurship. **[10]**

Case studies of Women entrepreneurs. **[6]**

Text Books:

1. McAdam, M., Female Entrepreneurship, Routledge
2. Case Studies = Menon, S., Leading Ladies, Vol. I and II, Fortytwo Books, Mumbai.

References Books:

1. Lavanya, T., Women Empowerment through Entrepreneurship, New Century Publications
2. Kumar, Anil, Women Entrepreneurship in India, Regal Publications
3. Singh, A.K., Suguna, K. and Reedy, R.V.M, Women Entrepreneurship, Vol. I & II, Serials Publications
4. Guillen, M.F. , Women Entrepreneurship, Routledge
5. Kirpal, A., Women Entrepreneurs, Sage Publishers
6. Jauhari, V., Griffy-Brown, C., Women, Technology and Entrepreneurship, Reference Press

Legal Aspects of Business

MB.20.562 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To provide an overview of important laws those have a bearing on the conduct of business in India.
- To address current issues in the Corporate Tax, contracts, sales and labor law and assess the impact of these laws on business.
- To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.
- To understand electronic governance and electronic records and various modes of dispute resolution in business transactions.

Course Contents

The Indian Contract Act, 1872: Contract defined, Establishing the contract - Offer and acceptance, Essentials of a valid contract, Performance of contract, Breach of contract and its remedies, Contingent contract, Quasi contracts, Agency. **[6]**

The Companies Act, 2013: Major principles – Nature and types of companies, Formation - Memorandum and Articles of Association, Prospectus, Power, Duties and liabilities of directors, Winding up of companies, Corporate Governance. **[8]**

The Sale of Goods Act, 1930: Nature of contract of sale, Conditions and warranties, Transfer of ownership and delivery, Rights of unpaid seller and rights of buyer. **[5]**

Industrial laws: An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act, Minimum Wage Act. **[6]**

The Competition Act, 2002: Competition commission – aims and objectives, Major concepts, Prohibition of anti-competitive agreements, Prohibition of abuse of dominant position, Regulation of combination, Power of commission. **[5]**

Consumer Protection Act, 1986: Consumer and complainant, Consumer rights, Procedures for consumer grievances redressal, Types of consumer redressal forums. **[5]**

The Information Technology Act, 2000: Objectives, Acknowledgement and dispatch of electronic records, Digital signature, Duties of subscriber, Penalties and adjudication. **[4]**

Text Book:

1. Pathak Akhileshwar, Legal Aspects of Business, 6th Edition, McGraw Hill (India).

References Books:

1. Kapoor N.D., Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
2. Kumar Ravinder, Legal Aspects of Business, Third Edition (2013), Cengage (India).
3. Tulsian P.C. and Tulsian Bharat, Business Law.

FIFTH YEAR
AUTUMN SEMESTER
(Semester – IX)

Strategic Management

MB.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course provides participants a general management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

Course Contents

Concept, Nature and Scope: Definitions of various strategic terms – Strategy, Corporate Strategy, Business Strategy, Operational Strategy Competitive Advantage and generic building blocks, Sustainable Competitive Advantage, Resources, Capabilities, Resource Based View of the Organization, core competency, distinctive competency, Mission, Visions, Goals, Objectives, Business Model Strategy Making Process: cursory concepts. **[7]**

External Analysis: Strategic Groups, Competitor Analysis: Porter's FFF, EFE (External Factor Analysis) Industry Life Cycle, PESTLED, CPM Matrix (Competitive Profile) Matrix Internal Analysis: Value Chain Concept and Analysis, IFE (Internal Factor Evaluation) Matrix SWOT, TOWS matrix, SPACE matrix. **[8]**

Competitive positioning and the business model: Competitive positioning and business- level strategy, Competitive positioning: Generic business level strategies, Dynamics of competitive positioning. Strategies in fragmented, embryonic, growth industries, Navigating through life cycle to maturity, Strategy in mature and declining industries, Game Theory. **[9]**

Corporate-level Strategy: Horizontal and Vertical Integration, Cooperative Relationships, Strategic Outsourcing, Related and Unrelated Diversification Strategy in the Global Environment: Porter's Diamond, Profitability and profit growth through global expansion, Cost reduction and local responsiveness pressures, choosing a global strategy, Basic entry decisions, Global strategic alliances, Mergers and Acquisitions Strategic Change and **[9]**

Turnaround Strategy: Change Management, Turnaround Strategy. Implementing Strategy through Organizational Design: Controls, Structure, Culture; Building Distinctive Competencies at the functional level implementing strategy in companies operating in single industry, across industries and countries Strategic Audit; Strategy Review, Evaluation and Control – Balanced Score Card. **[6]**

Text Books

1. Barney, J.A. and Hesterly, W.S. (2010), "*Strategic Management and Competitive Advantage*", 5th Edition, New Delhi: Pearson Education.
2. Pearce, J.A. II, Robinson, R.B. and Mittal, A. (2016), "*Strategic Management: Formulation, Implementation and Control*", 12th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dess, G.G., Lumpkin, G.T., Eisner, A.B., McNamara, G. and Kim, B. (2013), "*Strategic Management: Creating Competitive Advantages*", 6th Edition, New Delhi: McGraw Hill Education.
2. Hill, C.W.L., Schilling, M.A. and Jones, G.R. (2017), "*Strategic Management Theory: An Integrated Approach*", 12th Edition, New Delhi: Cengage Learning.

Summer Internship Project

MB.20.613 **0-0-0-3**

Course Objective:
The summer internship project is designed to engage the participants in a field experience with an opportunity to share their hands on experiences and corporate insights, to explore the links between participants' academic preparation and their field work, and to assist participants in developing and carrying out the summer project which will serve to culminate their corporate internship experience.
Internships are individualized and tailored to the needs and interests of each participant in the program. As part of the internship experience, participants are expected to take an active role in finding an appropriate internship for themselves.

Course Contents
Summer internship project is a three credit (full-time) course in which participants must enroll. Participants must maintain a journal of their daily activities and complete a paper analyzing their organizations' mission, structure, accomplishments, and current projects.
Duration: 8 weeks

The evaluation for this course will be determined as follows:
Evaluation pattern shall be – Report: 75% weight and Final Viva-Voce: 25%.

Statement on Academic Dishonesty
Academic dishonesty is defined to include any form of cheating and /or plagiarism. Cheating includes, but is not limited to, such acts as stealing or altering testing instruments; falsifying the identity of persons for any academic purpose; offering, giving, or receiving unauthorized assistance on an examination, quiz, or other written or oral material in a course; of falsifying information on any type of academic record. Plagiarism is the presentation of written or oral material in a manner which conceals the true source of documentary material, or the presentation of material which uses hypotheses, conclusions, evidence, data, or the like, in a way that the participant appears to have done work which she did not, in fact, do.

Security Analysis and Portfolio Management

FM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved.
- The course is designed with a view to acquaint the students with the working of security market and principles of security analysis
- To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Contents

Role of Security Markets in Economy: Organization and Mechanics of Indian Security Markets, Various Securities and their Characteristics, Objective of the Security Analysis Functions of an Organized Security Market, Mechanics of Security Trading, Various Types of Security Markets and their Functions. **[8]**

Stock Exchanges: OTCEI, Depository, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market, Risk and Return, Utility Theory, Portfolio Theory, CAPM, APT, Multi-factor Models, Options and Futures, Security Analysis. **[10]**

Fundamental Analysis: Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm, Pricing of Security (IPOs and Seasoned Equity Open), Financial Statement Analysis, Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factors, The Risk Factors, including Internal Risk, Technical Analysis of Security Pricing, Market Efficiency and Behavioral Finance. **[10]**

Portfolio Management: Portfolio Theory, Portfolio Criteria, Efficient Set, Portfolio Selection and Diversification, The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model), Portfolio Management, Portfolio Objective, Size of Portfolio, Selection Basis and Readjustment, Timings of Disinvestment, Market Microstructure. **[11]**

Text Books

1. Fischer, D.E. and Jordan, R.J. (2009), "*Security Analysis and Portfolio Management*", 6th Edition, New Delhi: Prentice Hall of India.
2. Prasanna, C. (2102), "*Investment Analysis and Portfolio Management*", 4th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Elton, E.J., Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2014), "*Modern Portfolio Theory and Investment Analysis*", 9th Edition, US: Wiley.
2. Marcus, A.J., Mohanty, P., Bodie, Z. and Kane, A. (2009), "*Investments*", 8th Edition, New Delhi: McGraw Hill Education.
3. Reilly, F.K. and Brown, K.C. (2011), "*Investment Analysis and Portfolio Management*", 10th Edition, Cengage Learning.

Corporate Finance

FM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques for analyzing corporate study and understanding.
- To assess and compare the mechanics of discounting cash flows and free cash flows under budgeting criteria.
- To understand the debt structuring for optimal capital structure.
- Evaluate the optimal capital structure and effect of leverage on capital structure.

Contents Course

Introduction to Corporate Finance: Finance function and the role of financial manager, impact of corporate governance on financial decision making; the goal of the firm. **[5]**

Valuation and Capital Budgeting: The analysis of discounted Cash Flow Valuation, FCFF evaluation criteria, EV and EVA valuation Making Capital Investment decisions, and mechanics of Interest Rates & Bond Valuation, duration, convexity and term structure of financial assets, Stock Valuation **[10]**

Risk : Risk & Return, Capital Asset & Pricing Model, Cost of Capital &Valuation **[7]**

Corporate Financing decision: Financial leverages and capital structure policy, Optimum capital structure: concepts, Limit to the use of debt. Long term financing: Leasing, Capital budgeting impact of inflation and taxes, Valuation and Capital Budgeting for the levered firm, Practical problems in capital budgeting, Capital investment decisions, dividend and other payouts. **[10]**

Long term financing: Leasing, hire purchase, factoring. **[7]**

Text Books

1. Damodran, A. (2014), "*Applied Corporate Finance*", 4th Edition, New Delhi: John Wiley and Sons.
2. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K. (2017), "*Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Berk, J. and DeMarzo, P. (2017), "*Corporate Finance*", 4th Edition, New Delhi: Pearson Education.
2. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P. (2014), "*Principles of Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.
3. Damodran, A. (2007), "*Corporate Finance: Theory and Practice*", 2nd Edition, New Delhi: John Wiley and Sons.

Banking Insurance and Management

FM.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to nurture the knowledge of operations of BFSI. With the advent of market oriented approach financial sector, mainly banking and Insurance face the challenge to continuously innovate and improve their products and services. This calls for excellence in the performance of operations of BFSI. This course provides detailed understandings of operations' of BFSI. This course designed to assist the students in understanding both the theoretical and practical of operations of BFSI.

Course Contents

Introduction to Financials Services: Meaning and concepts of banking, Functions of banks. Study on concepts, purposes and mechanism of Insurance, Principles of insurance, and types of insurance, essential feature of insurance contracts. Credit Management in Banks, Types of credit, Modes of credit delivery– Loan Policy, Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs. **[7]**

Treasury Management, Objectives of Treasury, structure & Organization, Functions and Responsibility of Treasurer, Cost Centre, Profit Centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS. **[7]**

BASEL Norms - Three pillars of BASEL Norms and Capital for Operational risk, Frame work for risk management, RBI guidelines on risk management , Risk rating and risk pricing , Methods for estimating capital requirements , Credit risk - standardized approach, advanced approach, Credit rating / credit scoring and rating system design. **[7]**

Product development in the life and non-life insurance sectors in India, Insurance Underwriting - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting. **[7]**

Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement, Insurance and Risk - significance of insurance and risk, Risk Management Process, role of risk evaluation in the process of insurance product formation, principles of insurance pricing and marketing, **[5]**

Elements in Computation of Life Assurance Premium –Mortality, Interest, Expenses, Level Premium System, Calculation of Age, Steps involved in calculation of premium, tools and techniques used in pricing individual life and health insurance. **[6]**

Text Books

1. Dorfman, M.S. (2012), "*Introduction to Risk Management and Insurance*", 10 Edition, New Delhi: Prentice Hall of India.
2. Indian Institute of Banking and Finance (2017), "*Theory & Practice of Treasury and Risk Management in Banks*", 2 Edition, New Delhi: Taxmann Publications.

Reference Book

1. Indian Institute of Banking and Finance (2015), "*Insurance Products (Including pension Products)*", New Delhi: Taxmann Publication

FINANCIAL STATEMENT ANALYSIS

FM.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- We will incorporate key elements that you have learned in your other classes and apply this knowledge systematically to analyses the financial statements.
- The students will understand how to use ratios to compare a firm to its competitors and to evaluate changes in ratios over time. You will also know how to use these ratios to help forecast the future.
- Evaluate a firm's financial performance through both quantitative and qualitative analyses
- Have a framework for linear forecasting future earnings and predicting the stock market's response to quarterly earnings announcements.

Course Contents

Understanding Financial Statements: Notes to financial statement, additional information in annual report segment reporting- full disclosure- management discussion and analysis, **[5]**

Statement of Cash Flows: Comparative statement-common size, vertical and horizontal analysis Overview of Financial Reporting. **[7]**

Financial Statement Analysis: Interpretation Liquidity and solvency analysis using financial statements- the dilemma of cause and effect- Prerequisites of an effective financial statement- case studies. Computation of ROI, PE Ratio, Profitability Ratio, Financial condition ratio operational and managerial efficiency. **[8]**

Tools for Financial Statement Analysis: solvency ratio- Dividend policy- Growth measure- Computation of CAGR, PEG ratio, Du Pont analysis. Financial, planning and strategy, **[8]**

Advance analysis in Financial Statement: Financial forecasting; exponential smoothing, stationary time series and their properties; random walk model; unit roots, tests of stationarity; financial forecasting with AR, MA and ARMA models, Box-Jenkins methodology for ARIMA models, **[11]**

Text Books:

1. Khan and Jain ; Financial management,6th edition, McGraw Hill (India).
2. Tsay.S.R; Analysis of Financial Time Series: Financial Econometrics, 3rd Edition, 2010, WSE, (US)

References Books:

1. Pandey.M.I ; Financial management; 11th Edition, 2018, Vikas Publication(India)
2. Wang.P; Financial Econometrics (Routledge Advanced Texts in Economics and Finance), 2008, Routledge (US)
3. Subramanyan.R.K, Wild.J.J; Financial Statement Analysis; 10th Edition, Mc Graw Hill (India)

Organization Development Systems

HR.20.603 3-1-0-4 (Contact hrs: 39)

Course Objective:

Students will learn how to improve individual, group/team and organizational performance through the use of OD techniques or interventions like group dynamics, training, culture change, and work-life balance.

Course Contents

Introduction: Leading Change – Why transformation efforts fail?	**[2]**
Evolution and relevance of OD: Laboratory training background, Action research and survey feedback background, Participative management background, Productivity and quality of work background.	**[4]**
Nature of Planned Change: Theories of planned change, General model of planned change, Types of planned change, designing intervention.	**[4]**
The OD Process: Entering and contracting, Diagnosing organizations, Diagnosing groups and jobs, Collecting and analyzing diagnostic information, Feedback diagnostic information, Designing Interventions.	**[6]**
Human Process Interventions: Executive coaching, Training and development, Team building, Conflict resolution, Improving interpersonal and intergroup relations.	**[6]**
Techno Structural Interventions: Restructuring organization, Employee involvement, Work designs, Responsibility charting.	**[5]**
Human Resource Management Interventions: Performance management, 360 degree feedback, Leadership development, Diversity management, Mentoring programs, Developing and assisting members.	**[6]**
Strategic Interventions: Environmental framework, Competitive and collaborative strategies, Culture change, Learning and knowledge management.	**[4]**
Special Applications of OD: OD in Global Setting, OD in non-industrial setting, Future directions in OD.	**[2]**

Text Books:

1. Thomas G. Cummings and Christopher G. Worley (2015), *"Organization Development and Change"*, 10th Edition, New Delhi, Cengage Learning.
2. Bhattacharya Dipak Kumar (2014), *"Organization Change and Development"*, 1st Edition, New Delhi, Oxford University Press.

Reference Books:

1. Krishnamacharyulu CSK and Ramkrishnan Lalitha (2014), *"Organization Development"*, 1st Edition, New Delhi, PHI.
2. Wendell L. French, Cecil H. Bell, Robert A. Zawacki (2015), *"Organization Development and transformation-Managing Effective Change"*, New Delhi, Tata McGraw Hill.
3. Jim Grieves, (2010*), "Organizational Change-Themes & Issues"*, New Delhi, Oxford University Press.

Talent Management

HR.20.613 3-1-0-4 (Contact hrs: 39)

Course Objective:
The objective of the course is to make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization. Students will develop a conceptual understanding of the management of talents in the competitive environment.

Course Contents

Introduction: Concept, Scope, Models/Approaches, Difference between talents and knowledge, Talent value chain, Elements of talent friendly organizations, Talent management process, Competitive advantage. **[5]**

Components of TMS: Challenges of TMS, Building blocks of TMS, Role of HR manager, Competency mapping, Process and Methods of competency mapping, Strategic performance appraisal, Designing the TMS. **[7]**

Talent Planning: Concept, Succession management process, Integrating succession planning and career planning, Designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent. **[8]**

Potential identification: Coaching, Mentoring, training and development with talent management, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system **[7]**

Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success **[7]**

Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India **[5]**

Text Books

1. Berger, L.A. and Berger, D.R. (2010), "*The Talent Management Hand Book*", 2nd Edition, New Delhi: McGraw Hill Education.
2. Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. (2008), "*Human Resource Management: Gaining a Competitive Advantage*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chowdhary, S. (2009), "*The Talent Era*", 1st Edition, New Delhi: Pearson Education.
2. Shukla, R. (2009), "*Talent Management*", 1st Edition, New Delhi: Global India Publications Pvt. Ltd.
3. Snell, S.A. and Bohlander, G.W. (2012), "*Managing Human Resources*", 16th Edition, New Delhi: Cengage Learning.

Industrial Relations

HR.20.623 3-1-0-4 (Contact hrs: 39)

Course Objective:

The aim of this course is to make participants conversant regarding conflict management in legal perspective and judicial system pertaining to labor management relations. Participants will be familiar with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes. This course also allows participants to view industrial relations within an international context as well as providing an insight into the workings of the Indian labour market.

Course Contents

Industrial relations: Definition – Nature - Evolution of IR in India - Context and environment of IR - Three actors and their roles in IR -Approaches to IR and HR Relations - Gandhian approach - Marxian approach and Dunlop's Systems approach. Emerging Trends in IR, Future of IR in India **[9]**

Role of trade unions: Trade union in India, National level federations, Goals and objectives of unions and union leadership, Weaknesses in trade unions, Types of trade unions, Theories of trade unionism, Cross cultural aspects of union management relations, Trade Union Act 1926 - An overview, Union recognition, De –unionization strategies. IR policies: The state and IR policies - Evolution of IR policies - National Commission on Labor and IR policy (1969). **[10]**

Grievance procedure: discipline - Labor courts - Collective bargaining: concept and development - Industrial unrest in India. Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes - Lockouts - Lay Off-Retrenchment - Unfair Labor Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling. **[10]**

Industrial Democracy: Concept and scope of industrial democracy, Worker's participation, Objectives for successful participation, Strategy, Practices, Behavioral science contribution and models, Rationale for participation, Issues in participation, Strategies for making participation work and making participation more effective. Labor legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen's Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965. International experiences, Emerging trends and Future role of IR. **[10]**

Text Books

1. Sinha, P.R.N., Sinha I.B. and Shekhar, S.P. (2013), "*Industrial Relations: Trade Unions and Labour Legislation*", 2nd Edition, New Delhi: Pearson Education.
2. VenkataRatnam, C.S. and Dhal, M. (2017), "*Industrial Relations*", 2nd Edition, New Delhi: Oxford University Press.

References Books

1. Bray, M., Deery, S., Walsh, J. and Waring, P. (2011), "*Industrial Relations*", 3rd Edition, New Delhi: McGraw Hill Education.
2. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012), "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi: McGraw Hill Education.

Human Resource Analytics

HR.20.633 3-1-0-4 (Contact hrs: 39)

Course Objective:

To provide the students understanding of concepts, tools and techniques of HR Analytics that could be applied to make human resource management evidence based.

Course Contents

Introduction to HR Analytics: Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model. **[6]**

Creating Business Understanding for HR Initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics. **[8]**

Forecasting Budget Numbers for HR Costs: Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions. **[8]**

Predictive Modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning. **[5]**

Communicating with Data and Visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues. **[8]**

Predictive Modelling in HR: Logistic regression; Decision tree; Creating a policy on the basis of analytics. **[4]**

Text Book:

1. Bhattacharyya, Kumar, D. (2017), HR Analytics - Understanding Theories and Applications, Sage Publications India.

Reference Book:

1. Ramesh Soundararajan, Kuldeep Singh (2016), Winning on HR Analytics - Leveraging Data for Competitive Advantage, Sage Publications India.

Consumer Behavior

MM.20.603 3-1-0-4 (Contact hrs: 39)

Course Objective:

This course is offered as a marketing elective in the third semester. It helps students understand the behavior of consumers before and after purchase. The course helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions.

Course Contents

Introduction to consumer behavior: Nature and scope and application Segmentation Application of consumer behavior in marketing, Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques. **[7]**

Individual determinants: Consumer needs and motivation, Theories of personality and their implication for consumer, Behavior Consumer perception and attitude Theories of learning and communication **[7]**

Consumer decision processes: Problem recognition Search and evaluation Purchasing processes and post purchase behavior Opinion leadership and its dynamics, Modeling consumer behavior: Economic model-psychoanalytical model, sociological model, Howard Seth model-Nicosia model-Engel Blackwell model, VALS2. **[9]**

Consumers in their social and cultural settings: Group dynamics Reference groups and consumer behavior Influence of family and social class Influence of cultural and cross-cultural aspects of consumer behavior, Motivation – needs - goals- dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioral perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow's hierarchy of needs- Properties of motivation- Three main types of conflicts- Attitudes-definition beliefs- affect behavioral intention-attitude changing strategies- Elaboration Likelihood model and celebrity endorsements. **[9]**

Consumption and post purchase behavior: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process – Measuring customer satisfaction **[7]**

Text Books

1. Schiffman, K., Kanuk, L.L. and Kumar, S.R. (2015), "*Consumer Behavior*", 11th Edition, New Delhi: Pearson Education.
2. Hawkins, D.I., Motherbaugh, D.L. and Mookerjee, A. (2014), "*Consumer Behavior: Building Marketing Strategy*", New Delhi: McGraw Hill Education.

Reference Books

1. Chaudhuri, A. (2007), "*Emotion and Reason in Consumer Behavior*", New Delhi: Elsevier, Butterworth-Heinemann.
2. Lindquist, J.D. and Sirgy, M.J. (2009), "*Shopper, Buyer, and Consumer Behavior: Theory and Marketing Applications*", New Delhi: Biztantra Dreamtech Press.
3. Solomon, M.R. (2013), "*Consumer Behavior: Buying, Having, and Being*", 10th Edition, New Delhi: Prentice Hall of India.

B2B Marketing

MM.20.613 3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To analyze the process of developing and managing industrial products.
- To provide participants with an understanding on how the basic principles of marketing are applied to the B2B arena and where are the comparisons and contrasts with consumer marketing.

Course Contents

Nature, Scope and Challenges of Business Marketing: Differences between B2B Marketing and B2C Marketing, Challenges of B2B Marketing, Business Market Processes, Working Relationships and Business Networks.	**[3]**
Business Customer's Buying Process and Behavior: Understanding Purchasing Orientation, The Concept of Buying Centre, Modeling Business Customer's Buying Behavior, Understanding the Buying Process, Evaluation of supplier Performance.	**[3]**
Segmentation of business market: Identification of Relevant Bases of B2B Markets, Approaches to segmenting B2B, Segmenting B2B Customers in Mature Market, Cost-Benefit Analysis of segmentation decisions.	**[4]**
High-tech Industrial product development and marketing: The growth of New-to-the World Technologies, Technology Forecasting, Technology Appraisal, Managing Technological Risk, Critical Issues Facing High – Tech Markets, The Future of Technology Commercialization.	**[4]**
Managing Mature Industrial Products: Concepts of Market life Cycle, Key Concepts of Commoditization, Flexible Market Offerings.	**[3]**
Pricing of Industrial Products: Relevant Cost for Pricing of Industrial Products, Factors Determining Industrial Buyer's Price – Sensitivity, Perceived Value Pricing model for Industrial Products, Competitive Bidding, Price Negotiations, Pricing OEM Manufacturer's Product, Lease Pricing, The Future: Pricing and the World Wide Web.	**[4]**
Business –to–Business Distribution: Distinctive Aspects of Business–to–Business Channels, Business Customer's Channel Function Requirements, Types of Intermediaries in Business – to –Business Distribution, Multiple Channels, Hybrid Channels and Adaptive Channels.	**[4]**
Logistics of Industrial Products: Special Role of Logistics in Industrial Products Distribution, Warehousing Decisions, Transportation Decisions, Inventory Decisions, Handling and Storage Decisions.	**[4]**
Business to Business Communication: Communication Channels for Industrial Marketer, Trade shows, Managing Industrial Advertising Effort.	**[3]**
Personal Selling of Industrial Products: Role of Personal Selling in B2B Markets, Team Selling for Complex Industrial Products, Consultative Selling for Complex Industrial Products, Key Account Management in B2B Market.	**[3]**
Customer Service for Industrial Products: Elements of Customer service for Industrial Products, Establishing Customer Service Strategy, Customer Service and Internal Marketing, Improving Customer service by Digitization of Business.	**[4]**

Text Book

1. Reeder, R.R., Brierty, E.G., Reeder B. (2012) *Industrial Marketing Analysis, Planning & Control*, New Delhi: Prentice Hall.

Reference Books

1. Vitale, G. (2012). *Business-to-Business Marketing, Analysis and Practice in a Dynamic Environment*. New Delhi: Thomson Press Publications.
2. Hutt, M.D., Speh, T.W.(2012). Business Marketing Management. New Delhi: Cengage Learning.

Marketing of Services

MM.20.623 3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To develop students' understanding of the aspects of marketing those are of particular relevance to service organizations.
- Provide a theoretical and practical basis for assessing service performance through the use of frameworks, strategies, and tools.
- To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions

Course Contents

Concepts and Issues of Services Marketing: Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of the service economy, Factors affecting growth of the service sector. Strategic Issues in Services Marketing **[7]**

Consumer Behavior in Services: Search, Experience, and Credence Properties, Consumer Choice, Consumer Experience, Post-experience evaluation The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance **[4]**

Concept of Service Marketing Mix: Price ,pricing concepts and issues in pricing, pricing policy, and pricing approaches, Managing Capacity and Demand; **[7]**
Delivering Value through Pricing, Approaches to Delivering Value through Pricing Integrated Service Marketing Communications and Promotion: internal and external communication and issues in service promotion, Place: service distribution, channel options and service distribution strategy, Delivering service through intermediaries, Franchising, Agents and Brokers, Electronic channels

Strategies in service marketing: Segmentation, Targeting, Differentiation and positioning of services. Service Design and the cost of providing service Customer's Role in Service Delivery. **[8]**
People: internal marketing and employee motivation, Physical Evidence, Service scapes, Dimensions of the service environment
Service Process: Service Blueprinting; Role of People in Service Production and Delivery, Creating the Right Service Culture
Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process.

Service Design and Managing Service Quality: Essentials of a service system, Components of services, Designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management. Understanding Service Quality and Its Dimensions; Assessing Gaps in Service Quality, Experiential Marketing, Managing Relationships and Building Loyalty **[7]**
Relationship Marketing, Customer Loyalty Management, Customers' Life Time Value Service Recovery, Impact of Service Failure and Recovery.

Application of Services Marketing Concepts: Financial services, Hospitality services, Health services, Educational services, and professional services. **[6]**

Text Book

1. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. and Pandit, A. (2017), "*Service Marketing: Integrating Customer Focus Across the Firm*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Book

1. Wirtz, J. and Lovelock, C. (2016), "*Services Marketing: People, Technology and Strategy*", 8th Edition, Chennai: World Scientific.

Sales and Distribution Management

MM.20.633 3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To develop understanding and appreciation of the Sales & Distribution processes in organizations.
- Be able to manage the sales function including sales forecasting, budgeting, quotas and territories design and management.
- Become adept at selling through proper understanding of the process of selling. Manage sales force from recruiting to motivating and compensating.
- Understand importance of effective distribution decisions. Develop and manage channels of distribution.
- Understand the role of inventory, transportation and warehousing in providing place utility for customers.

Course Contents

Introduction to Sales Management: Introduction, Nature, Role and Importance. Personal Selling and Industrial Selling, product selling and service selling, Sales Management Process. **[4]**

The Sales Organization: Sales Organization Structures, Management of Sales Territory-Management of Sales Territory-Designing Sales territory, Beat planning- routing and scheduling, Determining the size of sales force and allocating sales territories. Sales Quota, Sales forecasting, Sales Budget and Budgeting procedures, **[6]**

Personal Selling: Selling Process. Selling skills and Strategies. Buyer-Seller Dyads; Theories of Selling – AIDAS; Right Set of Circumstances Theory; Buying Formula; Behavioural Equation Theory; Personal Selling – Steps; Changing Face of Personal Selling; Diversity of Personal Selling Situation and Formulating Personal Selling Strategy. **[8]**

Sales Force Management: Recruitment and selection of Sales Force, Training the Sales Force, Sales Force Motivation, Sales Meetings and Contests, Compensating Sales Personnel, Evaluation and Supervising Sales Personnel, Sales Force Automation; Controlling the selling effort-Sales volume and Cost analysis, **[6]**

Distribution: Concept and growing strategic role of distribution in corporate performance, Distribution channel structure and network, distribution channel institutions (wholesaling and retailing, modern retailing formats), Role and Function of marketing intermediaries; marketing channel relationship, Channel dynamics, Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – vertical marketing systems; horizontal marketing systems; Omni channel marketing systems, Channel performance evaluation tools, cybermediary, infomediary, disintermediation, reintemediation, and intermediary empowerment, e- tailing, Channel Conflict and their Management, **[8]**

Strategic element in distribution management: total cost approach to logistics, customer services, finished goods inventory management, transportation and fleet management, warehousing and order management, IT and logistics management. Distribution: Design of Distribution Channel, Management of Channels (Co-operation, Conflict and Competition, Wholesaling, Retailing. Channel Evaluation-Channel Profitability Analysis-ROI. **[7]**

Text Books:

1. Still, R.R., Cundiff, E.W., Govoni, A.P.N. and Puri, S. (2017), "Sales and Distribution Management", 6th Edition, New Delhi: Pearson Education.
2. Havaldar, K. and Cavale, V. (2006), "Sales and Distribution Management: Text and Cases", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books:

1. Churchill, F. and Walker, J.T. (2000), "*Sales Force Management*", New Delhi: McGraw Hill Education.
2. Stern, W.L., Adel, I.E. and Coughlan, T.A. (2001), "*Marketing Channels*", New Delhi: Prentice Hall of India.
3. Panda, T.K and Sahadev, S. (2016), "Sales and Distribution Management", 2nd Edition, New Delhi: Oxford University Press

International Marketing

MM.20.643 3-1-0-4 (Contact hrs: 39)

Course Objective:

This course aims to develop students' understanding of the importance of international marketing as well as how to build, measure, and manage product and services for international markets. This courser intends to orient students to the role of international marketing in the past, present, and future. It explains how international marketing has gradually evolved, defines international marketing, and highlights the many international constraints that exist on domestic economic policy and policymakers.

Course Contents

Introduction: Nature, importance and scope of international marketing, International market orientation and involvement, International marketing management process, Scanning and monitoring global marketing environment, International marketing information system **[4]**

International Market: Segmentation and Positioning, Screening and selection of markets, International market entry strategies, Exporting licensing contract manufacturing, Joint venture, Setting-up of wholly owned subsidiaries aboard **[6]**

International Product Planning: Major Product decisions, Product features and quality, Product design, labelling; packaging; branding and product support services; product standardization vs. adaptation, Managing product line, International trade, product life cycle, New product development **[8]**

Pricing for International Markets: Pricing strategies, Factors affecting international price determination; environment factors affecting international prices, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing, International dumping, Financing marketing transactions **[6]**

International Distribution Decisions: The structure of international distribution systems, Distribution channel strategy – international distribution channels their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management ; international distribution logistics, Inventory management transportation; warehousing and insurance, International direct marketing, Leveraging international distribution for competitive advantage **[8]**

International Promotion Strategies: International promotion mix; push and pull strategies, Communications across countries-complexities and issues, International promotion tools and planning – Advertising; personal selling; publicity and sales promotion; challenges of international advertising; global media strategy, Developing international promotion campaign; Standardization vs. adaptation issue, Planning for direct mail, sales literature, trade fairs and exhibitions. **[7]**

Text Books

1. Czinkota, M.R. and Ronkainen, I.A. (2015) *International Marketing*. 10th Ed. Delhi: South- Western, Cengage Learning India Pvt. Ltd.
2. Cateora, P.R., Graham, J.L. and Salwan, P. (2008) *International Marketing*. 13th Edition. Delhi: McGraw Hill Education.

Reference Book

1. Albaum, G. Strandskov, J. and Duerr, E. (2006) *International Marketing and Export Management*. Seventh Edition. New Delhi: Pearson Education.

Macroeconomic Theory and Policy

BE.20.603 3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To sensitize students, need for understanding of macroeconomic theories and policies.
- To equip students, understand open economy macroeconomics, foreign trade, competitiveness and productivity and strategic trade theories and policies; and
- To help students analyze complex economic environment, macroeconomic policies and its implications for business strategy in emerging environment.

Course Contents

Introduction: Introduction: Nature and Scope of Macroeconomics, Determination of National Income with government, Circular Flow of Income in two, three, and four-sector model. The Classical Full-Employment Model, Keynes's Theory of Employment: An Outline; Keynes's Simple Two-Sector Model, Concepts of Inflationary and Deflationary Gaps. **[9]**

Economy in the short run: Determination of aggregate demand, shifts in aggregate demand, aggregate supply in the short and long run, and aggregate demand aggregate supply analysis (AD-AS Model), Theory of Multiplier, IS–LM framework, fiscal and monetary policy. **[6]**

Money and Labour Market: Inflation: Causes of rising and falling inflation, inflation and interest rates, social costs of inflation. Unemployment – natural rate of unemployment, types and reasons of unemployment. Phillips curve, the trade-off between inflation and unemployment. Demand for Money – Keynes's Liquidity Preference Theory of Interest. Supply of money and its determinants. **[7]**

Business Cycles and Open economy: Business Cycles: Meaning, Characteristics, Kaldor and Goodwin's Models of Business Cycles Open economy – flows of goods and capital, saving and investment in a small and a large open economy. Exchange rates, Theories of Exchange Rates, Mundell – Fleming model. **[7]**

Public Finance and Theories of Economic Growth: Public Finance: Public Expenditure, Financing of Government Expenditure, Taxation Government Borrowing or Debt-Financing of Budget Deficit Economic Growth: Economic Growth and its Determinants, Harrod-Domar Model of Growth Analysis **[10]**

Text Books

1. Ahuja, H.L.(2010), Macro Economics: Theory and Policy. S Chand.
2. Moorthy, Vivek (2016) Applied Macroeconomics: Employment, Growth and Inflation, IK International Publishing House Pvt. Ltd

References Books

1. Mankiw, N. Gregory. Principles of Macroeconomics. Cengage Learning
2. Robert J Gordon, Macroeconomics, Pearson Education
3. Branson, William H. Macroeconomic Theory and Policy. HarperCollins India Pvt. Ltd
4. Rudiger Dornbusch and Stanley Fischer, Macroeconomics. McGraw-Hill Education.

Demand and Business Forecasting

BE.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Identify the factors that affect demand and business
- Expose to the data types and identification problem
- Equip with qualitative and quantitative forecasting techniques (with focus on Non-econometric techniques)
- Illustrate the forecasting techniques with the help of computer software's
- Enable the interpretation of results

Course Contents

Overview of demand & business analysis:- significance of demand analysis and business forecasting, determinants of demand, elasticity of demand, relationship between revenue and elasticity **[5]**

Estimation of demand & business:- marketing research techniques; variable identification, time series & cross sectional data collection; specification of the model, estimation of parameters, interpretation of regression statistics **[7]**

Forecasting demand and business:- introduction to forecasting models; selecting a forecasting technique; purpose of forecast, type of users, patterns in the data series, minimum data requirement, desired accuracy, cost of forecasting, qualitative forecasting techniques: survey & opinion polling techniques **[8]**

Quantitative forecasting techniques: time series analysis; trend analysis, dummy variables and interaction terms (cyclical and seasonal effect), time series data stability **[9]**

Errors in Model: Heteroscedastity, auto-correlation,multicollinearity and variable selection, solution of model miss-specification and diagnostic checking, fine- tuning your model: predictive powers vs. Model fit, ARMA,ARIMA, and panel regression model **[10]**

*Use of Software Packages for Forecasting Excel Spreadsheet, SPSS, etc.

Text Book

1. Kolassa, S.; Siemsen, E. (2016), Demand Forecasting for Managers, Business Expert Press

References Books

1. Chase, Charles W. (2013), Demand–Driven Forecasting: A Structured Approach to Forecasting (Wiley and SAS Business Series) 2nd edition, John Wiley & Sons.
2. Gujarati,Damodar; Porter,Dawn; Gunasekar,Sangeetha(2017), Basic Econometrics 5th Edition, Pub. Mcgraw.
3. Ord, K.; Fildes, R. (2012), Principles of Business Forecasting 1st Edition, Cengage Learning

Money, Banking and Finance

BE.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

The students should be able to:

- Comprehend the need, definition, functions and economic significance of financial institutions and markets
- Understand the interdependence between financial markets and interest rates
- Identify the role played by the Central Bank and instruments of credit control
- Grasp the conduct of monetary policy and its effect on interest rate, credit availability, prices and inflation rate

Course Contents

An Overview of the Financial System: Saving and Investment, Money, Inflation and Interest, Banking and Non-Banking Financial Intermediaries. **[9]**

Financial Markets and Instruments: Money market and Capital Markets, Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives, etc. Characteristics of Financial Instruments: Liquidity, Maturity, Safety and Yield, Understanding Interest Rates **[10]**

Banking institutions and Regulation: Economics of Banking Institutions, Reforms in the banking sector, The RBI as a Central Bank: Structure, Functions and Working, The Current Regulatory Structure **[10]**

Essentials of Monetary Theory: The Classical and Keynesian Theories of Money, Prices and Output, Rational Expectations and Modern Theories of Money and Income, Objectives and Targets of Monetary Policy **[10]**

Text Book

1. Suresh, Padmalatha and Paul, Justin: Management of Banking & Financial Services, Pearson, New Delhi.

References Books

1. Indian Institute of Banking & Finance: Treasury, Investment and Risk Management, Taxmann Publications, New Delhi
2. Rose, Peter& Hudgins, Sylvia : Bank Management & Financial Services; McGrawHill Education, New Delhi

Social Entrepreneurship

SM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To learn social entrepreneurship as a method for social value creation.
- To understand and appreciate the role of (and need for) social entrepreneurship in building a sustainable society.
- To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector.
- To help them develop sustainable "business" model for building a social enterprise that can make a difference

Course Contents

Foundations of Social Innovation and Enterprise: Meaning and concept; Role of business in society; Business as a powerful medium for enhancing inclusive growth and social good; Meaning of social entrepreneurship; Difference from a pure commercial entrepreneurship; The various types of social enterprises; State of the industry in India; High profile social entrepreneur. **[6]**

Social Mission and Opportunity Identification: Theory of Change; Identify social mission; Global MDGs (Millennium Development Goals); Problems – Unemployment, drug abuse, violence, Xenophobia, immigration; Social–physical problems related to disabilities; Understand a social problem; Creating an organization around social mission; Role of institutions and eco-system in entrepreneurial risk taking; Entrepreneurial Leadership and Motivation. **[6]**

Social Business Models: Types of business models; Importance of business model in business incubation and entrepreneurship; How to build social business model; Incorporation of theory of change; Business Model Canvas. **[5]**

Scaling of Social Enterprise: Think Big; Replication; Process Development; Hiring; Stakeholder engagement; Managing social mission; Replicating theory of change. **[5]**

Financing Social Enterprise: Funding Raising; Crowd funding; Venture Capital in social sector; Social Impact Bonds; Social Banks. **[6]**

Marketing of Social Enterprise: Marketing Mix in the social sector; Branding in the social sector; Leveraging social media in the social sector; Reputation management; Consumer demand. **[6]**

Business Plan creation: Developing a viable and sustainable business plan for launching a social business enterprises; Base of the pyramid; Jugaad Innovations; Microfinance. **[5]**

Text Book

1. David Bornstein and Susan Davis (2019), Social Entrepreneurship -What Everyone Needs to Know, OUP India.

Reference Book

1. Madhukar Shukla (2020), Social Entrepreneurship in India, Sage Publication, India.

DEVELOPMENT COMMUNICATIONS

SM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

Course Contents

Development Communication-concept and genesis: Concept of development, characteristics of developing countries, Measuring development- Indices of measuring development and classification of countries based on development indices, Models of Development- Dominant Paradigm, Basic Needs Model, New Paradigm of development, Development Communication- concept and genesis, characteristics, differences between communication and Development Communication, Philosophy and Approaches to Development Communication. **[13]**

Paradigms of Development: Press theories: Normative: Authoritarian, Libertarian, Social Responsibility, Democratic Participant theory; Sociological: Uses and Gratification, Agenda setting; Two-Step Flow; Psychological; Bullet Theory, Success stories in Development Communication, Innovations and trends in Development Communication. **[13]**

Media and Development Communication: Traditional Media: types, characteristics, Role in development communication, Development reporting- roles and responsibilities of a development reporter, ethics in reporting, specialized skills required and issues in development reporting, News reporting: definition of news, ingredients and qualities of news, news value, types of news reports, structure of news reports, Radio news, features and commentaries, Radio and development communication, Television and cinema: role in development communication, ICTs: scope in development communication. **[13]**

Text Book

1. Servaesh, Jain (2008), Communication for Development and Social Change, New Delhi, Sage Publication

Reference Book

1. Narula, Uma (1994) Development Communication, New Delhi, Hariand Publication
2. Mefalopulos, P.(2008) Development Communication Sourcebook- Broadening the boundaries of communication, The World Bank.

Business Strategies for Sustainability

SM.20.623 **3-1-0-4 (Contact Hrs: 39)**

Course Objectives:

- Understand the Environmental, Social, and Economic drivers and risks impacting on companies – along with the major business opportunities for integrating sustainability issues within the core Business Strategy.
- Expand understanding of the complex decisions faced by managers in business, government, and non-profit organizations, developing ability to see relationships among multiple, often conflicting, issues.

Course Contents

Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business **[5]**

Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management, Strategy Analysis: Introduction, Strategy Analysis and its Importance **[7]**

Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome **[8]**

Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations, Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture **[9]**

Sustainability Matters: State of the World, Sustainability Pillars (Environmental Social, Economic, Governance) Redefining Capitalism, integrating sustainability in to business, Systems Thinking for sustainability, value chain perspective, beyond corporate social responsibility, sustainability strategy and planning, stakeholder engagement, sustainability management approaches: eco-business and environment management, environmental life cycle assessment, life cycle costing **[10]**

Text Book

1. Kazmi Azhar, (2008) Strategic Management and Business Policy &Peter, McGraw Hill.

Reference Books

1. Kourdi, Jeremy, (2015), Business Strategy: A guide to effective decision-making (Economist Books).
2. Saloner, Garth (2005), Strategic Management, John Wiley & Sons.

Entrepreneurship Theory and Practice

EF.20.603 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

This course aims at instituting entrepreneurial skills in the students by giving an overview of entrepreneurs and the competences that are needed to become an entrepreneur.

Course Contents

Introduction: Concept and Definitions, Entrepreneurship Mindset, Entrepreneurship process, Factors impacting emergence of entrepreneurship, Theories of entrepreneurship, Role of Socioeconomic environment. **[10]**

Managerial Vs Entrepreneurial Decision Making: Entrepreneurial attributes and characteristics, Traits/Qualities of Entrepreneurs, Entrepreneurs versus inventors, Entrepreneurial Culture, Entrepreneur as a leader. **[8]**

Classification and Types of Entrepreneurs: Women Entrepreneurs, Social Entrepreneurship, Corporate Entrepreneurs, Characteristics of entrepreneur, Leadership, Risk taking, Decision-making and business planning, Role of Entrepreneur, Role of an entrepreneur in economic growth as an innovator, Generation of employment opportunities, Complimenting and supplementing economic growth, Bringing about social stability and balanced regional development of industries. **[9]**

Creating Entrepreneurial Venture: Generating Business idea - Sources of Innovation, Generating ideas, Creativity and Entrepreneurship, Challenges in managing innovation, Entrepreneurial strategy, Business planning process, Drawing business plan, Business plan failures, Promotion of a Venture, External environmental analysis - economic, social and technological, Competitive factors, Legal requirements for establishment of new unit and raising of funds, venture capital sources and documentation required. **[12]**

Text Book

1. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill

Reference Books

1. R.D. Hishrich., Peters, M., Entrepreneurship: Irwin
2. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall
3. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage
4. Shankar, R., Entrepreneurship Theory and Practice, Tata McGraw Hill

Entrepreneurship and New Ventures

EF.20.613 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

The course focuses on building and evaluating new venture opportunities both as an entrepreneur and a manager inside a big company. The course treats Entrepreneurship as a form of Strategy. It would focus on identifying opportunities, developing opportunities, getting funding, and scaling up opportunities, both as a start-up and established company.

Course Contents

Innovation: Types of innovation, Barriers to innovation, Innovation process, Establishing criterion for assessment of creativity and innovation. Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Model – New market disruption – Commoditation. **[8]**

Creativity: Methods and tools for directed creativity – basic principles – tools that prepare the mind for creative thought – stimulation – development and actions- processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and motivation, the bridge between man creativity and the rewards of innovativeness – applying directed creativity. **[8]**

Creativity in Problem Solving: Generating and acquiring new ideas, Product design, Service design – case studies and hands on exercises, Stimulation tools and approaches, Six thinking hats, lateral and design thinking – Individual activity, group activity, contextual influences, Development and Evaluation of Business Idea. **[8]**

Business Model Generation: Developing Lean Business Model for the Business Idea (Hands on), Developing Prototype and Evaluating assumptions in Business Model using prototype cheaply (hands on), Presentation of Business Model. **[8]**

Raising Finance: A Non-Disclosure Agreement (NDA), Term Sheets, Exit Strategies, Scaling up the venture, Developing Business Plan, business fair. **[7]**

Text Book

1. Andriopoulos, C. and Dawson, P., Managing Change, Creativity and Innovation, Sage

Reference Books

1. Bilton, C. and Cummins, S., Creative Strategy, Wiley
2. Hurt, F., Rousing Creativity: Think New Now, Crisp Publications Inc.

Dynamics of Family Business Governance

EF.20.623 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

Students will develop an understanding of the dynamics of joining a family firm and this newfound knowledge will help in securing value and opportunities within Family Business.

Course Contents

Understanding Family Business: Define family business, Strengths and weaknesses, Survival, Success and growth of family business, Business and ownership governance, Succession and continuity, Economic impact, Family business culture and values, Dilemmas and challenges for family businesses - Resistance to change, Emotional issues, Leadership - Competitive edge and outperformance. **[9]**

Theoretical Prospective of Family Business: The agency theory perspective, The stewardship perspective, Family business dynamics - People, system and growing complexity, Family culture, organizational culture, Conflict and culture change, Family business people – Founders, Women in family businesses, Multifamily ownership, Non-family employees, Family business life cycles - A story of growing complexity, Life-cycle stages, A customer-active paradigm, Ownership transitions, The family's relationship with business - Developing a strategic vision and building teamwork, Articulating values and shared vision, Designing family governance. **[10]**

The next generation: Human resource management and leadership perspective - To join or not to join? The importance of outside experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion, Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation. **[10]**

Making the most of outside resources: The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery; Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Nonexecutive directors – Selecting the right candidate, Board practices; Professional advisers and consultants - advisers keeping pace with your needs; Consultants, Family business consultants, Relationships underpinning an advisory role, Outsider advisors - The family business consultant. **[10]**

Text Book

1. Leach, P.: Family Business: The Essentials, Profile Books Ltd.

Reference Books

1. Poza, E.J., Family Business, Thomson
2. Bolton, B., Entrepreneurs: Talent, Temperament, Technique, Butterworth-Heinemann
3. Nanadan, R., Unleashing your Entrepreneurial Potential, Sage
4. Drucker, P.F., Innovation and Entrepreneurship, Affiliated East West Press.

FIFTH YEAR SPRING SEMESTER - X

Business Ethics and Corporate Governance

MB.20.604 **2-1-0-3 (Contact hrs: 26)**

Course Objective:

The ultimate aim of the course is to leave students better equipped to identify corporate initiatives in business ethics and corporate governance and to think critically about the long term impact of those initiatives on the environment, on society and the bottom line of the organization.

Course Contents

Introduction to Ethics and its Applications in Business: Concepts, Role and scope of ethics in business, Theories of ethics, Morality and moral standards, Moral reasoning for ethics. **[4]**

Ethics in Functional Areas of Business Management: Ethics and Business - codes, dilemmas and dialectics, Ethical issues in - Marketing and advertisement, Finance and accounting, Human resource management, Production and operations management, Ethical decision making. **[6]**

Corporate Governance: Principles, Issues and trend, Evolution of Corporate Governance, Structure and process, Emerging trend. **[4]**

Legal Framework and Agents in Corporate Governance: Regulatory aspects of corporate governance, Shareholders of the company, Role of Board of Directors, Role of Auditors, Whistle blowing mechanism, Role of government, Role of media. **[7]**

Sustainability: Meaning, scope and terminologies, Triple bottom line, Corporate sustainability reporting frameworks – National voluntary guidelines, Carbon trading and Kyoto Protocol to reduce collective emissions of greenhouse gases. **[5]**

Texts Books

1. Ghosh, B.N. (2015), "*Business Ethics and Corporate Governance*" First Edition, McGraw Hill, India.
2. Mandal, S.K. (2013), "Ethics in Business and Corporate Governance", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Albuquerque, D. (2017), "Business Ethics – Principles and Practices", First Edition, OUP, India.
2. Chakraborty, S.K. (2002), "The Management and Ethics Omnibus", Second Edition, OUP, India.

Dissertation Project

MB.20.614 **0-0-0-3**

Course Objective:
To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity. To provide means to immerse students in actual supervised professional experiences. Participants will gain in-depth understanding and insights in specific management areas of mutual interests with the help of faculty.

- **Dissertation** shall be of 3 credits and it shall spread over to two semesters i.e. III and IV.

Course Contents
The student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies and one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.
The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.
The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide.

Financial Derivatives and Risk Management

FM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course objective is to develop an understanding of the underlying concepts, strategies and issued involved in risk management. This course will provide the skills to identify and measure risks, quantify risks and create risk response strategies to deliver decisions that meet stakeholder expectations. The course will also acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Contents

Introduction to Derivatives & Risk Management: Forwards, futures, options, bonds, swaps and other derivative instruments. Investors and risk management, profitable side of risk management; Risk management process – Risk models. **[6]**

Derivatives: Forwards and Futures- Theory of futures trading, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate. Hedging strategies using futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures. **[7]**

Derivatives: Option- Basic Option Pricing: European options, American options, forward-spot parity, put call parity, the binomial option-pricing model, Construction of option strategies in various market situations and their pay off. **[7]**

Advance option strategies: - Lognormal distribution, modeling option prices. Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, Extensions of Black and Scholes formula and Greek symbols. **[7]**

Hybrid Derivatives: - Swaps Transactions: Interest rate swaps, currency swaps, Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps. **[6]**

Enterprise Risk Management: - Firm wide approach to risk management – measuring risks for corporations, the maturity model, Value at risk – Var models. **[6]**

Text Books

1. Das, S. and Sundaram, R. (2013), "*Derivatives Principles and Practice*", 1 Edition, New Delhi: McGraw Hill Education.
2. Hull, J.C. and Basu, S. (2017), "*Options, Futures, and Other Derivatives*", 9 Edition, New Delhi: Prentice Hall of India.

Reference Books

1. Bhalla, V.K. (2001), "*Financial Derivatives: Risk Management*", 1 Edition, New Delhi: S. Chand and Company Private Ltd.
2. Chance, D.M. and Brooks, R. (2014), "*Derivatives and Risk Management*", 10 Edition, USA: Cengage Learning.
3. Somanathan, T.V. and Nageswaran, A.V. (2015), "*The Economics of Derivatives*", New Delhi: Cambridge University Press.
4. Stiltz, R.M. (2003), "*Risk Management and Derivatives*", New Delhi: Thomson, South Western.

International Financial Management

FM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques of International financial and monetary management.
- In the course, students will gain a practical understanding of factors contributing to foreign exchange rate risk & other International factors that creates risk environment.
- Provide an in-depth understanding of the process and techniques used to make international investment decisions.

Course Contents

International Financial & Monetary system: Global Financial Environment, International Financial Management-nature and scope, international monetary system, Bretton woods conference, Payment terms in international trade. International flow of goods, services and capital. **[8]**

Financing techniques in international trade, computation of foreign exchange rates, exchange rates quotation, factors affecting exchange rates- spot rates, forward exchange contracts, foreign exchange & currency future. GDRs, ADRs **[10]**

Foreign Exchange Risk Management: Exposure and risk, Transaction exposure, Translation exposure and economic exposure, Management of exposures, internal techniques, netting, marketing, leading and lagging, pricing policy. Forex market risk management- forex derivatives, swaps, futures, options and forward contracts. **[10]**

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Foreign Direct investment – Foreign portfolio investment- International Bond & Equity market, International Cost of Capital. **[11]**

Text Books:

1. Apte P.G., International Financial Management, TMH Publishing House, New Delhi.
2. Avadhani V.A, International Finance, Theory and Practices, Himalaya Publishing House, Mumbai.

Reference Books

1. Sharan Vyuptakesh, International Finance, PHI Pvt Ltd. New Delhi
2. O'Brien Thomas J. International Finance, Oxford University press, New Delhi.
3. Click & Coval, The Theory and Practice of International Financial Management, PHI Pvt. Ltd, New Delhi
4. Jain, Peyrard, Yadav, International financial Management, McMillan Publishers

Financial Modeling

FM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Modeling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives valuation, project evaluation, deal structuring, portfolio management and the like. In this course, students will learn the financial model building skills with the help of excel and VBA.

Course Contents

Understanding Advanced Features of Excel: - Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox **[4]**

Understanding Finance Functions in Excel: - Creating Dynamic Models, Sensitivity Analysis using Excel, Scenario Manager, Other Sensitivity Analysis Features. **[5]**

Simulation using Excel: - Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular distribution, Building Models in Finance using Simulation. **[7]**

Accounting in Excel: - Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analyzing Financial Statements by using Spreadsheet Model. **[7]**

Valuation in Excel: - Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation, Financial Model building **[5]**

Understanding Subroutines and Functions and building simple financial models using subroutines and functions:-Recording and Editing Macros, Subroutines and Functions, Decision Rules, Message Box and Input Box, Debugging. **[6]**

Designing Advanced Financial Models using VBA:- User Forms, Other Advanced Features and Actual Model Building. **[5]**

Text Books

1. Sengupta, C. (2013), "*Financial Analysis and Modeling Using Excel and VBA*", 2 Edition, New Delhi: John Wiley and Sons India.
2. Tjia, J. (2004), "*Building Financial Models*", New Delhi: McGraw Hill Education.

Reference Books

1. Benninga, S. (2014), "*Financial Modeling*", 4th Edition, New Delhi: MIT Press.
2. Day, A. (2012), "Mastering Financial Modeling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance (The Mastering Series)", 3rd Edition, New Delhi: Prentice Hall of India.

Corporate Restructuring

FM.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.

Course Contents

Overview of Corporate Restructuring: Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring, Financial Strategy and Planning. **[5]**

Dimensions of Mergers and Acquisitions: Mergers & acquisitions concept, types and process, Accounting for Mergers& Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics. **[9]**

Valuation Aspects of Corporate Restructuring: Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return **[9]**

Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation. **[8]**

Dimensions of Corporate Restructuring: Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts . **[8]**

Text Books:

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition

Reference Books:

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
3. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
4. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
6. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition

Diversity and Inclusion

HR.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To provide comprehensive insights into diversity at the workplace, this has recently become one of the biggest competitive advantages that organizations have.
- To highlight the trends and practices, which are emerging for diversity at the workplaces, in India, Asia and globally.
- To prepare future managers to be aware of diverse segments of talent that they will work with, their own internal biases, mindfulness about inclusion and lead, and how to leverage their combined strength, for sustainable business growth.

Course Contents

Introduction to Diversity and Inclusion: Meaning, Objectives, Focus areas, Paradigms for engaging a diverse workforce, Challenges of managing diversity, Diversity legislation in a global perspective. **[5]**

Dimensions of Diversity in the Workplace: Gender, Age, Caste, Language, Gender, Religion, Four generations in the workplace, Generational differences, Discrimination and equality in Employment, Consequences of not managing diversity, Recognizing Unconscious Bias. **[6]**

Interpersonal Relationships in a Global Work Context: Cultural styles and relational mental models, Diversity in interpersonal relationships, Interpersonal relationships and cross-cultural communication, Theoretical perspectives on interpersonal cross-cultural communication. **[9]**

Managing Diversity at the Workplace (Inclusion): Theories of diversity management, Steps in managing diversity effectively, Managing gender diversity at the workplace, Managing generational diversity at the workplace, Managing cross-cultural diversity, Preparing managers for leading diverse teams, Leadership's role and buy-in related to diversity and inclusion, Diversity training, Communication strategy for a diverse workplace. **[9]**

Inclusive Workplace: Inclusion through diversity within the work organization, Inclusion through corporate-community collaborations, Inclusion through state/national collaborations, Diversity and inclusion audits. **[5]**

Diversity and Inclusion Trends and Best Practices - India, Asia, Global, Reverse discrimination, Inclusion of differently-abled employees at the workplace **[5]**

Text Book

1. Michalle E. Mor Barak, Managing Diversity: Toward a Globally Inclusive Workplace, 4th Edition (2016), Sage Publishing.

Reference Book

1. Gary N. Powel, Managing Diverse Workforce Learning Activities, 3rd Edition (2010), Sage Publications.

Human Resource Development Systems

HR.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The aim of this course is to facilitate the learning concepts and practices related to HRD. This course will elaborate on the purposes and advantages of needs assessments. Identify the attributes (all the way through to evaluation) of different kinds of HRD programs as studied in the text- orientation, skills and technical training, coaching and performance management, employee counseling and wellness services, career management and development, and describe organization development and change in relation to models of change, OD theories.

Course Contents

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. **[6]**

Training and Development: Need Assessment Process, Systematic approach to need assessment, Designing, Transfer of learning, Evaluating training program, Special issues in training and development, Management Development and Organizational Goals, Trends in management education. **[8]**

Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. **[7]**

Career Management and Development: Definition, Models, Issues affecting career management. Organization Development-: Definition, Theories and concepts in OD, Roles & Strategies, Change Management. **[8]**

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. **[5]**

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. **[5]**

Text Books

1. Haldar, U.K. (2009), "*Human Resource Development*", 1 Edition, New Delhi: Oxford University Press.
2. Lynton, R.P. and Pareek, U. (2011), "*Training for Development*", 3 Edition, New Delhi: Sage Publications.

Reference Books

1. Agochiya, D. (2009) "*Every Trainer's Handbook*", 2 Edition, New Delhi: Sage Publication.
2. Blanchard, P.N., Thacker, J.W. and Ram, V.A. (2010), "*Effective Training: Systems, Strategies and Practices*", New Delhi: Pearson Education.
3. Noe, R. (2010), "*Employee Training and Development*", 5 Edition, New Delhi: McGraw Hill Education.

Performance Management

HR.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Contents

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes. **[4]**

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application **[4]**

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal. **[5]**

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support. **[5]**

Methods of Performance Appraisal: Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal. **[5]**

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team. **[4]**

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system. **[5]**

Reward Systems and Legal Issues: Significance of reward in PM, Components of reward system, Linkage of PM to compensation systems, Legal issues associated with PM. **[4]**

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM. **[3]**

Text Books

1. Aguinis, H. (2013), "*Performance Management*", 3rd Edition, New Delhi: Pearson Education.
2. Bhattacharyya, D.K. (2011), "Performance Management Systems and Strategies", 1 Edition, New Delhi: Pearson Education.

Reference Books

1. Bagchi, S.N. (2013), "*Performance Management*", 2nd Edition, New Delhi: Cengage Learning.
2. Kohli, A.S. and Deb, T. (2008), "*Performance Management*", 1st Edition, New Delhi: Oxford University Press.

Compensation Management

HR.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course aims to equip students to effectively design compensation structure for overall organizational effectiveness as the new generation of HR professional need to master all these areas to render meaningful support to organizations, reducing their dependency on outside consultants.

Course Contents

Introduction to Compensation Management: Concept of compensation, Objectives of Compensation System, Intrinsic and Extrinsic Compensation, Strategic Compensation, Strategic Vs. Tactical Compensation Decision. **[4]**

Bases for Pay: Traditional bases for pay – Human Capital theory, Seniority and longevity pay, Merit pay, Linking performance appraisal with merit pay; Person-Focused Pay – Competency-Based, Pay-for-Knowledge, and Skill-Based pay. **[4]**

Components of Compensation I: Core compensation: Base pay, Cost- of – living adjustment (DA), Bonus. **[3]**

Components of Compensation II: Fringe compensation: Benefit policies, Statutory benefits – Gratuity, Provident fund, Employees' State Insurance, Employees' Compensation Act, Pension schemes; Discretionary benefits - Personal security, Financial assistance and Personal needs, Flexible benefits- Company cars, Holidays, Pensions, Insurance etc. **[5]**

Contextual Influences on Compensation Practice: Prevailing wage laws, Labor unions as contextual influences, Inter industry, Wage differentials/ Compensation differentials. **[4]**

Job Evaluation: Concept of job evaluation, Various kinds of job evaluation plans. **[4]**

Surveying Market pay and Compensation Practices: Need and purpose of the survey, Designing a Survey, Types of Survey - Custom developed surveys and published compensation data surveys. **[4]**

Designing Compensation Structure: Compensation designing process - Define a pay grade and develop a pay structure, Base pay and other compensation components for a team, Pay structure variations- broad banding and two- tier base plan. **[4]**

International Compensation: International compensation programs, Expatriates Components of international programs, Main components - Setting expatriates base pay and Incentive compensation. **[4]**

New Approaches: Variable performance linked pay (VPLP), Employee stock option plan, EVA, Cafeteria style of compensation. **[3]**

Text Books:

1. Martocchio Joseph J. (2014), *"Strategic Compensation- A Human Resource Management Approach"*, 7th Edition, New Delhi, Pearson Education.
2. Bhattacharyya D.K. (2015), *"Compensation Management"*, 2nd Edition, New Delhi, Oxford University Press.

Reference Books:

1. Milkovich George T, Newman Jerry M. and Venkat Ratnam CS (2017), *"Compensation"*, 12th Edition, New Delhi, Tata McGraw Hill.
2. Richard I. Henderson, *Compensation Management in a Knowledge - based World*, 10th Edition, New Delhi, Pearson Education.

Integrated Marketing Communication

MM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The objective of the course is to help students look at marketing communications with a holistic approach and to understand the principles and practices of marketing communications
- Apply the key terms, definitions, and concepts used in integrated marketing communications.
- Conduct and evaluate marketing research and apply these findings to develop competitive and positioning strategies and to select the target audience(s) for the IMC campaign plan.
- Examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.
- Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
- Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
- Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

Course Contents

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, and Challenges in IMC, **[6]**

Consumer Behaviour and IMC: Role of marketing communications in Consumer Decision Making, Combination of behavioural and communication objectives for each stage of the consumer decision making process. **[6]**

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, advertising appropriation, advertising campaigns Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organization, Remuneration, client agency relationship, account Planning; Management of Advertising Agencies, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising. **[7]**

Message Design: The Creative concept development; the creative processes of the different forms of IMC; Communication Models with reference to Advertising AIDA, Hierarchy of effects, Innovation, Adoption. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting, Role of Creativity in Copywriting. Testing of Advertising Effectiveness, **[7]**

Media Management: Media Types and their characteristics; Setting Media objectives; Media planning; Media Strategy; Media buying; and media research. **[6]**
Emerging Concepts and Issues in Marketing Communications, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication.

Corporate Communication and Public Relations: Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management. **[7]**

Text Books

1. Clow, K.E. and Baack, D.E. (2016), "*Integrated Advertising, Promotion, and Marketing Communications*", 7th Edition, New Delhi: Pearson Education.
2. Shah, K. and D'Souza, A. (2009), "*Advertising and Promotions an IMC Perspective*", New Delhi: McGraw Hill Education.

Reference Books

1. Belch, G. and Belch, M. (2016), "*Advertising and Promotions: An Integrated Marketing Approach*", New Delhi: McGraw Hill Education.
2. Lane, R., King, K. and Russell, T. (2009), "*Kleppner's Advertising Procedure*", US: Pearson Education.
3. Percy, L. (2014), "*Strategic Integrated Marketing Communications*", 2nd Edition, New Delhi: Routledge.
4. Shimp, T.A. and Andrews, A.J.C. (2013), "*Advertising Promotion and Other Aspects of Integrated Marketing Communications*", 9th Edition, Cengage Learning.

Digital Marketing

MM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Digital marketing course has been designed in such a way as it helps the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. Developing a successful digital marketing model is both an art and science.

Course Contents

Introduction: Now and before of digital marketing - digital marketing for the 21st century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog. **[9]**

Concepts of Digital Marketing: Search engine optimization marketing, Online advertisement, Affiliate, Social media, Analytics. Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices. **[10]**

Digital Marketing Management: Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel. Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Online press releases, Online newspaper, magazine ads, Google, Yahoo news. **[10]**

Social Media Marketing: Introduction to social media, Examples of social media, Uses of social media, How companies use social media, Impact of social media in search Benefits of social media: Case studies of social media, SEO for social media, How to get started in social media. Social media profile creation and optimization. Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience Effective Ads: Calculating ROI, Budget, How to choose your ad partner, Blogging for businesses Creative's & Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation. How Face book advertisement works: The 3 Rs – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Face book Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions You Tube: You Tube branding, You Tube Ads, Getting started guide **[10]**

Text Books

1. Chaffey, D., Ellis-Chadwick, E., Johnston, K. and Mayer, R. (2000) "*Internet Marketing: Strategy, Implementation and Practice*", UK: Pearson Education.
2. Gay, Richard; Charlesworth, Alan and Esen, Rita (2007) "*Online Marketing: A Customer-led Approach*", New Delhi: Oxford University Press.

References Books

1. Evans, D. and Bratton, S. (2008). *Social Media Marketing: An Hour a Day*, Second Edition, Wiley.
2. Evans, D. and Bratton, S. (2010). *Social Media Marketing: The Next Generation of Business Engagement*. Wiley.

Rural Marketing

MM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The objective of this course is to develop understanding of issues in rural markets.
- To explore the Special Areas in Rural Marketing Environment and to learn nuances of rural markets to design effective strategies
- To enhance deeper understanding of rural consumer behavior and to develop the rural marketing mix.

Course Contents

Introduction to rural marketing: Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size and Rural Infrastructure; ***Rural Marketing Opportunities*:** Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers **[6]**

Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Opinion Leaders influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption **[4]**

Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research. **[6]**

Selecting and Attracting Markets: Concepts and process for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Cases in FMCG, consumer durables, Financial Services, Agricultural inputs and Cottage Industries in Rural areas. **[4]**

Product Strategy for rural markets: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes. **[5]**

Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – the affordability challenge, rural versus urban, needs integrated approach, pricing for the quality conscious segment, value conscious segment and price conscious segment , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle . **[5]**

Distribution Strategy: and Rural Retailing: The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing. The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers. **[5]**

Challenges for Rural Communication: Massage & Media for Rural Communication Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising. **[4]**

Text Book

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson 2/ed. (2012)

Reference Books

1. Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers.
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

Retail Management

MM.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Learn about the ever-changing retail landscape Become familiar with how the retail industry works and understand the areas of accountability for retail management
- Understand the general concepts of merchandising. Understand store layout by department, including flow and adjacencies
- Explain how to read and execute a planogram to maximize sales e. Understand the impact of visual merchandising
- Understand the standards of quality service, and how service impacts Understand floor recovery strategies and methods

Course Contents

Introduction to retailing: What is retailing, Social and economic significance of retailing, Structure of retailing and distribution, Opportunities in retailing, Indian vs. Global Scenario **[4]**

Types of retailer: Store & Non Store Retailing –-Franchising- Unconventional channels Retailer characteristics, Food retailers, General merchandise retailers, Service retailing, Types of ownership, Retail channels, Benefits offered by retail channels, Challenges of effective multichannel retailing **[4]**

Retail buying behavior and Retailing Strategy: The buying process, Types of buying decisions, Social factors influencing the buying process Retail market strategy, Target market and retail formats, Growth strategies, Global growth opportunities **[6]**

Financial strategy and retail locations: Financial objectives and goals, Strategic profit model, Analysis of financial strength, Setting and measuring performance, Types of locations, other locations opportunities, Location and retail strategy, Legal considerations, Evaluating specific areas for locations, Evaluating a site for locating a retail store, Trade area characteristics, Estimating potential sales for a store site, Negotiating lease. **[6]**

Human Resource Management: Objectives of Human Resource Management, Issues in retail human resource, designing the organization structure for retail firm, Store management responsibilities, recruiting and selecting employees, Motivating and managing store employees, Evaluating store employees and providing feedback, Compensating and rewarding store employees, Managing diversity, Legal issues in Human Resource **[4]**

Merchandise management: Merchandise management overview, forecasting sales, Developing an assortment plan, Setting inventory and product availability levels, Establishing a control system for managing inventory, Allocating merchandise to stores, Analyzing merchandise management performance, Developing and sourcing private label merchandise, Negotiating with vendors **[5]**

Retail pricing and communication mix: Pricing strategies, Consideration in setting retail prices, Pricing techniques for increasing sales and profits, Legal and ethical pricing issues, Communication programs to develop brand images and build customer loyalty, Methods of communicating with customers, planning the retail communication program. **[4]**

Store Management: Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery. **[4]**

Information system in retailing: Creating strategic advantage through supply chain and information system, the flow of information and products in supply chain. **[2]**

Text Books

1. Retailing management by Michael Levy Barton Weitz Ajay Pandit, M. G.Hills, 8th Edition (2012)
2. Retailing Management by Swapana Pradhan, M. G.Hills, 4th Edition (2012)

Reference Books

1. Integrated retail management by James R. Odgen Denise T. Ogden, Bizantra, 2nd Editio
2. Managing retailing by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Oxford University Press, India, 2nd Edition (2012)
3. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press

Strategic Brand Management

MM.20.644 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course aims to develop students' understanding of the importance of brand equity as well as how to build, measure, and manage brand equity. It will cover topics in the utilities of branding, steps/process of building brands, methods of measuring brand equity, ways to leverage brand equity, strategies in managing brand portfolios, and management of brands over time, geographic boundaries, and market segments.

Course Contents

Introduction: Understanding the role of the Brand Manager, how it has evolved over time, key variables to be managed and the key deliverables. **[5]**

Brand and Brand Management: Commodities Vs Brands, The role of brands, Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, General Management success and Brand success, Understanding the impact technology has had on the marketing landscape and the way the management of a brand is progressively being shaped by a new and active participant – the consumer. **[9]**

The brand equity concept: Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image. Brand Vision, Brand Objectives. Choosing brand Elements, Brand Leveraging and Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement, **[9]**

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing and Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Rejuvenation and Re-launch. **[8]**

Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation, Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis. Define public relations, Identify the differences among advertising, publicity, press agency and PR. PR & its role in organizations. Examine the different publics of an organization **[8]**

Text Books

1. Keller, K.L., Parameswaran, M.G. and Jacob, I. (2013), "*Strategic Brand Management: Building, Measuring and Managing Brand Equity*", 3rd Edition, New Delhi: Pearson Education.
2. Kapferer, J.N. (2012), "*The New Strategic Brand Management: Advanced Insights and Strategic Thinking*", 5th Edition, New Delhi: Kogan Page.

Reference Books

1. Keller, K.L. (2008), "*Best Practice Cases in Branding: Lessons from the World's Strongest Brands*", 3rd Edition, New Delhi: Pearson Education.
2. Sengupta, S. (2005), "*Brand Positioning: Strategies for Competitive Advantage*", 2nd Edition, New Delhi: McGraw Hill Education.
3. Richard, E. and Percy, L. (2007), "Strategic Brand Management", New Delhi: Oxford University Press.

International Business Economics

BE.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course looks into the economic aspects of international business. The market outcomes of liberalizing trade environment, trade policy framework of the WTO, economics of the currency market and macroeconomic linkages of the open economy are the primary points of emphasis of the course.

Course Contents

Trade Theories: Understanding free trade arguments that govern trade agreements, Absolute Advantage and Comparative advantage, Heckscher Ohlin model of factor abundance. **[9]**

Trade Policies: Tariff and quota, Voluntary Export restraints, Role of WTO in International trade, Dumping and Antidumping Duty under the WTO, Subsidies and Countervailing duties under the WTO, Regional integration **[10]**

International Trade Procedures: Export Documentation and Procedures, International Payment Terms, INCOTERMS **[10]**

Currency and International Finance: Currency market and basic Central Bank operation, Basics of fixed and flexible exchange rate, Determination of exchange rate Currency derivatives. **[10]**

Text Book

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.

Reference Books

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.

Industrial Economics and Competitive Strategies

BE.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To help gain an understanding of - (i) The structure – conduct – performance relationship in an industry and (ii) The factors influencing these - a positive analysis.
- To acquire the knowledge/skill to evolve competitive strategies and thereby determine the conduct of a firm in the market. Essentially, to learn to anchor the strategies in the validated, time-tested economic principles underlying the strategies. More specifically, the course will reinforce the economic principles which only can provide the rationale for successful, sustainable strategies which explain the conduct of a firm.

Course Contents

Primer on economic concepts: – Definition and need for Industrial Economics; S – C – P paradigm; The welfare economics of market power **[7]**

Market structure: – its measures & determinants; Firm Boundaries – Horizontal & Vertical- Transaction costs and firm size; Concentration in markets – seller & Buyer Concentration; Product Differentiation; Conditions of entry **[13]**

Competition: – Competing via Commitment; Dynamics of Pricing Rivalry; Entry & exit strategies **[7]**

Strategic Positioning & dynamics: – Competitive advantage and its sustenance; Innovation as a source of competitive advantage; Agency and performance measurement **[6]**

Performance: – Market Structure and performance-Challenges in a digital Economy; PUBLIC Policy & Regulation: – Issues in Antitrust & regulatory Economics **[6]**

Text Book

1. Lipczynski, John; Goddard, John; Wilson, J.O.S. (2005), Industrial Organization: Competition, Strategy, Policy (2 edition), Prentice Hall.

Reference Books

1. J. Blanco Realzola (1998), Competitive Strategy Techniques for Analyzing Industries and Competitors, The Free Press.
2. Porter, M.E. (1998) Competitive Strategy: Techniques for Analyzing Industries and Competitors, TheFree Press.
3. Barthwal, R.R. (2010) Industrial Economics: An Introductory Textbook, The New Age Publisher.

Economics of Consumption

BE.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Examining the latest trends to improving the consumerism
- Expose to the international markets and platforms
- Enable to understand the growing synergy across countries
- Illustrate the role of economic collaboration due to globalization
- Identify the latest market possibilities

Course Contents

Future of consumption in India: The macro context of India, Vision for consumption in India in 2030, Firm of the future in India, Key uncertainties for India 2030, Critical societal challenges and calls to action **[5]**

The Expansion of Geopolitics, Multilateralism in an Ungoverned World, Culture, Identity and the Evolution of Geopolitics, Future Scenarios and Implications for the Industry, Regional Risks for Doing Business **[9]**

Fostering Effective Energy Transition, Electric Vehicles for Smarter Cities: The Future of Energy and Mobility, Accelerating access to sustainable energy: A key priority in energy transition **[8]**

Jobs of Tomorrow Mapping Opportunity in the New Economy,Opportunity in the Emerging Labour Market, Our Shared Digital Future Building an Inclusive, Trustworthy and Sustainable Digital Society **[9]**

Unlocking Technology for the Global Goals, mobilizing the private sector for peace and Reconciliation, How Can Trade Rules Support Environmental Action? Trade must be aligned with sustainable development. **[8]**

Text Books

3. World Economic Forum Reports
4. World Trade Organization Reports

Reference Books

1. Allen, Franklin; Behrman, Jere R.; Birdsall, Nancy (2016), Towards a Better Global Economy: Policy Implications for Citizens Worldwide in the 21st Century, OUP Oxford.
2. International Energy Agency Reports.

Management of Corporate Social Responsibility

SM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To apprise the student about the concept of CSR and career opportunities in the area.
- To build capacity of the students for creating a project on CSR funding.
- To apprise about the CSR governance and its implementation.

Course Contents

Introduction to CSR: Concept, principles, triple bottom line and sustainable CSR, Provision of CSR in companies Act 2013, CSR legislation in world, Scope of CSR, Drivers of CSR, Benefits to organization, CSR Management. **[8]**

Stakeholders: Organization, Government, Society, Regulatory environment, International framework, CSR for central public enterprises. **[7]**

Planning and Implementing CSR Activities: CSR policy, Constitution of CSR committee, CSR design, CSR budget, CSR activities, CSR through external agencies. **[8]**

Evaluating and Developing CSR Activities: Bases for evaluation of CSR activities, CSR leadership, CSR and risk management, CSR as organization brand building, GST components of CSR, Monitoring of CSR activities. **[8]**

Compliance and CSR Audit: Preparing report, Issues relating to CSR audit, Preparing and filing of annual CSR report, Developing CSR audit program, Sustainability of CSR audit, Spending CSR funds, Global reporting. **[8]**

Text book

1. Prabhakaran Palleri (2020), Corporate Social Responsibility – Concepts, Cases and Trends, Cengage India.

Reference Book

1. Chatterjee, M. (2016), "Corporate Social Responsibility", 1st Edition, New Delhi: Oxford University Press.

Management of Social Impact Institutions

SM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand conceptual framework for understanding the role of Social Impact Organizations in a market economy and democratic society.
- To understanding of major issues and concerns that shaped the nonprofit sector/social sector and currently influence the field;
- To develop Knowledge of nonprofit/social impact management methods and practices.
- To develop understanding of laws and standards applicable to nonprofit/ social organizational management.
- To increased awareness of nonprofit/social sector values and experience in analyzing management dilemmas and proposing responses.

Course Contents

Introductions and Learning; Needs/Expectations Overview of Social and the Nonprofit Sector **[7]**

A Function Model for Social and Nonprofit Management **[7]**

Governance of Social and Nonprofit – Board Roles and Responsibilities, Program Planning for Social and Nonprofit : Proposal Writing for Nonprofits **[10]**

Budgeting and Financial Management for Nonprofits, Resource Development in Nonprofits: Human, Grant and Contract Management in Social and Nonprofits. **[8]**

Management of Marketing, Risk , program and budget cutbacks: **[7]**

Text Books

1. Renz, David O. ed. (2010) The Jossey- Bass Handbook of Nonprofit Leadership and Management, Third Edition, San Francisco, CA: Jossey- Bass Publications.
2. Drucker, Peter F. (2006) Managing the Nonprofit Organization: Principles and Practices, Reprint Business Edition, New York, NY: HarperCollins.

Reference Books

1. Block, Peter (2011) Flawless Consulting, 3rd Edition, Pfeiffer &Co, San Diego.
2. Hayes, John (2010) The Theory and Practice of Change Management, 3rd Edition, New York, NY: Palgrave MacMillan.

Social Impact Investment

SM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand the evolution, landscape and future potential of impact investing.
- To develop financial and analytical competency to apply investment to drive social impact.
- To obtain basic skills to understand the process to innovate impact investment financial structures and create and operate impact investment funds.
- To refine negotiation skills to represent stakeholder positions in placing or securing impact investment capital.
- To learn to utilize impact investing strategies to drive social innovation and measurable social impact in public sector, nonprofit, and for-profit contexts.

Course Contents

Introduction to Impact Investment: Definitions, History, Size and characteristics of the Impact Investing marketplace, Classical finance and the case for impact investing, Distinctive business and financial characteristics of impact investments; Social impact metrics. **[7]**

Socially Responsible Investing: Negative screening, Positive screening, Fiduciary standard, Turning policy challenges into investment return – who needs help, How investments can help, Identifying impact investment opportunity, Shareholder activism - positive and negative investment. **[7]**

Correlating Financial and Social Returns: Synchronization of capital markets, Government policy and philanthropic resources to blend investment return and social benefit, Environmental finance, Greentech, Infrastructure, Scale and PE. **[6]**

Microfinance and the Base of the Pyramid: Micro-lending, Micro-insurance, Housing, Technology and cases, Valuation models and Portfolio Development. **[6]**

Inclusive Business and Impact Investment: The Role of Institutions in social finance (Innovation, Blended Finance and EDI), Role of government in social finance – Social Impact Bonds, Role of institutions in social finance. **[6]**

Impact Measurement: Global Reporting Initiative (GRI), Impact Reporting and Investment Standards (IRIS), Global Impact Investing Rating System (GIIRS), Impact Metrics, Internal rate of return, Benefit-cost ratio (BCR), Expected Return, Mission alignment Methods, Future of Impact Investing. **[7]**

Text Books

1. Keith Allman, Ximena Escobar de Nogales, Impact Investment, A Practical Guide to Investment Process and Social Impact Analysis, Wiley.
2. Alex Nicholls, Rob Paton, and Jed Emerson, Social Finance, Oxford Publications.

Reference Books

1. The Impact Investor, Lessons in Leadership and Strategy for Collaborative Capitalism, Jossey-Bass, Cathy Clark, Jed Emerson, Ben Thornley.
2. The Power of Impact Investing, Putting Markets to Work for Profit and Global Good, Wharton, Judith Rodin, Margot Brandenburg.

Management Tools for Entrepreneurs

EF.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective

Identifying the right business opportunity is important for the success of any new entrepreneurial venture. Budding entrepreneurs should be able to identify suitable business opportunities at the right time and in the right way. This course aims to help students identify business opportunities effectively and get hands on experience in applying creativity and understanding in problem identification and solving.

Course Contents

Understanding the market: Identifying ideas and areas with business potential, Analyzing the needs and wants of the market, Identifying resource needs, Identifying where business opportunities can lie and in what form, Identifying potential customer / user benefits and benefits to society as a whole. **[7]**

Identifying the Opportunity: Convergent and divergent approach of opportunity sensing, Transforming ideas into reality, Realities of setting up new ventures, Screening opportunities, Devising the business plan, The family as a source of entrepreneurial support, Deciding the scope of the opportunity and gains from it. **[9]**

Analyzing Business Opportunities: Market Analysis, Demand-supply, Technical Analysis, Assets analysis, Financial Analysis, Sources of capital and its cost, Viable and feasible business Opportunity, Testing feasibility of business idea by applying sensitivity analysis. **[9]**

Accounting for Entrepreneurs: Accounting, Balance Sheet, Accounting Records, Cash flow statements, Financial Statement Analysis, Behavior of costs. **[7]**

Management Tools for Startups: WordPress/GoDaddy, CoFoundersLab, Doorbell, Asana/Trello, Recruiterbox/Homerun, Termsfeed, Slack/ Hipchat, Betalist. **[7]**

Text Book

1. Timmons, J.A. and Spinelli, S.: New Venture Creation – Entrepreneurship for the 21st century, McGraw Hill

Reference Books

1. Holt, D.H., Entrepreneurship – New Value Creation, Pearson
2. Roy, R., Entrepreneurship, Oxford

Project Formulation and Preparation

EF.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective

Business plan gain interest of the fund providers like venture capitalists and other sources of funding.

Course Contents

Business Plan: What is business plan, Entrepreneurial opportunities and Business Plan, Preparing business plan (Practical Exercises on preparation of business plan), Components of Business Plan - Confidentiality Agreement, Executive summary, other components. **[8]**

Market Analysis and Planning: Undertaking Market Research, Importance, Industry Analysis, Competitor analysis, Defining the target market, Market segmentation, Market positioning, Building a marketing plan, Marketing mix, and Critical factors for devising a market strategy. **[9]**

Technical Feasibility and Analysis. Operation and Production Plan - Types of production systems, Product design and analysis, New product development, Location and layout decisions, Project layout, Plant and technology choices, Product specification and customer needs, Production planning and control, Commercializing technologies. **[10]**

Financial analysis and feasibility testing: Pro forma income statements, Cash budget, Funds flow and Cash flow statements, Balance sheet, Break Even Analysis, Ratio Analysis. **[12]**

Text Book

1. Dwivedi, A.K.: Industrial Project and Entrepreneurship Development, Vikas Publishing House.

Reference Book

1. Bangs Jr., D.H., The Business Planning Guide, Dearborn Publishing Co.
2. Katz, J.A. and Green, R.P., Entrepreneurial Small Business, McGraw Hill
3. Mullins, J. and Komisar R., Getting to Plan B, Harvard Business Press
4. O'Donnell, M., The Business Plan: Step by Step, UND Center for Innovation.

Secrets of Success: Indian Family Business

EF.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective

To understand the unique dilemmas and paradoxes faced by family firms in order to learn secret of family business success.

Course Contents

Family Business: Specialty of running a family business, Conflict resolution, Succession planning, Choosing and training successor.	**[7]**
Creating Stability: On control and voting shares, On managing millennials, Money matters, Balancing differing interests.	**[6]**
Secrets: Communicate, Evolve, Set boundaries, Practice good governance, Recruit from the outside, Treat employees like family, Make it optional, Plan for the future.	**[7]**
Success Story I: TATA Group, Aditya Birla Group, Godrej, Shapoorji Pallonji, Murugappa Group.	**[10]**
Success Story II: Reliance Group, Arcelor Mittal, Bajaj family, Burman family, Lohia family.	**[9]**

Text Books

1. Leach Peter and Dixit Tatwamasi, Indian Family Business Mantras, Rupa Publications, New Delhi.
2. Kavil Ramachandran, The 10 Commandments for Family Business, Sage publishers, India.

Reference Books

1. Walter Vieira and Dixit Mita, The 5Gs of Family Business, Sage publishers, India.
Hutcheson Henry, Dirty Little Secrets of Family Business, Greenleaf Boo

CURRICULUM

Master of Business Administration (MBA)

(Dual Specialization)
Two Year Programme
Academic Curriculum (2020-2021 Onward)

First Year

Autumn Semester (Sem-I)
Foundation Courses

	Course Title	Contact Hours
FC.20.501*	Principles of Management	12 hrs
FC.20.511	Introduction to Accounting	12 hrs
FC.20.521	Evolution of Indian Business	12 hrs

**Non-graded*

Each foundation course shall have 2 hours of session each day for six days. The courses shall not be part of the Grade Card.

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.501	**Business Communication**	2	1	2	4	3	30	20	50
MB.20.511	Managerial Economics	3	1	-	4	3	30	20	50
MB.20.521	Management Accounting	3	1	-	4	3	30	20	50
MB.20.531	Organizational Behavior	3	1	-	4	3	30	20	50
MB.20.541	Women Leadership and Business	3	1	-	4	3	30	20	50
MB.20.551	**Marketing Management**	3	1	-	4	3	30	20	50
MB.20.561	**IT Tools for Manager**	2	-	2	3	3	30	20	50
	Sub Total				**27**				

First Year
Spring Semester (Sem - II)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW#	MTE	ETE
MB.20.502	**Business Research Methods**	3	1	-	4	3	30	20	50
MB.20.512	Financial Management	3	1	-	4	3	30	20	50
MB.20.522	Human Resource Management	3	1	-	4	3	30	20	50
MB.20.532	Operations Management	3	1	-	4	3	30	20	50
MB.20.542	Business Environment	3	1	-	4	3	30	20	50
MB.20.552	**Women Entrepreneurship**	3	1	-	4	3	30	20	50
MB.20.562	**Legal Aspects of Business**	3	1	-	4	3	30	20	50
	Sub Total				**28**				

#: ***Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test etc.***

Master of Business Administration (MBA)

(Dual Specialization)
Two Year Programme
Academic Curriculum (2020-2021 Onward)

Second Year

Autumn Semester (Sem – III)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.603	**Strategic Management**	3	1	-	4	3	30	20	50
MB.20.613	Summer Internship Project**	-	-	-	3	-	-	-	100
Specialization-I	Elective – I	3	1	-	4	3	30	20	50
	Elective – II	3	1	-	4	3	30	20	50
	Elective – III	3	1	-	4	3	30	20	50
Specialization-II	Elective – I	3	1	-	4	3	30	20	50
	Elective – II	3	1	-	4	3	30	20	50
	Elective – III	3	1	-	4	3	30	20	50
	Sub Total				**31**				

Second Year
Spring Semester (Sem-IV)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.604	**Business Ethics and Corporate Governance**	2	1	-	3	3	30	20	50
MB.20.614	Dissertation ##	-	-	-	3	-	-	-	100
Specialization-I	Elective - I	3	1	-	4	3	30	20	50
	Elective - II	3	1	-	4	3	30	20	50
	Elective - III	3	1	-	4	3	30	20	50
Specialization-II	Elective - I	3	1	-	4	3	30	20	50
	Elective - II	3	1	-	4	3	30	20	50
	Elective - III	3	1	-	4	3	30	20	50
	Sub Total				**30**				

Total Credits	**116**

Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test.

****: Summer Internship** duration shall be of 8 weeks. And evaluation pattern shall be – Report: 75% and Viva-Voce: 25%.

##: Dissertation shall spread over to two semesters i.e. III and IV. Evaluation is - 75% on report and 25% on Viva

Elective Areas

Finance

Course Code	Course Name
FM.20.603	Security Analysis and Portfolio Management
FM.20.613	Corporate Finance
FM.20.623	Banking and Insurance Management
FM.20.633	Financial Statement Analysis
FM.20.604	Financial Derivatives and Risk Management
FM.20.614	International Financial Management
FM.20.624	Financial Modeling
FM.20.634	Corporate Restructuring

Human Resource Management

Course Code	Course Name
HR.20.603	Organization Development Systems
HR.20.613	Talent Management
HR.20.623	Industrial Relations
HR.20.633	Human Resource Analytics
HR.20.604	Diversity and Inclusion
HR.20.614	Human Resource Development Systems
HR.20.624	Performance Management
HR.20.634	Compensation Management

Marketing

Course Code	Course Name
MM.20.603	Consumer Behavior
MM.20.613	B2B Marketing
MM.20.623	Marketing of Services
MM.20.633	Sales and Distribution Management
MM.20.643	International Marketing
MM.20.604	Integrated Marketing Communication
MM.20.614	Digital Marketing
MM.20.624	Rural Marketing
MM.20.634	Retail Management
MM.20.644	Strategic Brand Management

Business Economics

Course Code	Course Name
BE.20.603	Macroeconomic Theory and Policy
BE.20.613	Demand and Business Forecasting
BE.20.623	Money Banking and Finance
BE.20.604	International Business Economics
BE.20.614	Industrial Economics and Competitive Strategies
BE.20.624	Economics of Consumption

Social Sector Management

Course Code	Course Name
SM.20.603	Social Entrepreneurship
SM.20.613	Development Communications
SM.20.623	Business Strategies for Sustainability
SM.20.604	Management of Corporate Social Responsibility
SM.20.614	Management of Social Impact Institutions
SM.20.624	Social Impact Investment

Entrepreneurship and Family Business

Course Code	Course Name
EF.20.603	Entrepreneurship Theory and Practice
EF.20.613	Entrepreneurship and New Ventures
EF.20.623	Dynamics of Family Business Governance
EF.20.604	Management Tools for Entrepreneurs
EF.20.614	Project Formulation and Preparation
EF.20.624	Secrets of Success: Indian Family Business

FIRST YEAR AUTUMN SEMESTER - I

Business Communication

MB.20.501 **2-1-2-4**

Course Objective:

This course is designed to enhance the communication skills required in different business contexts through various interactive activities. This course will improve the student's self-confidence to express them in the professional business environment. This course will help and acquaint the participants with the basic concepts and techniques of communication, viz Listening, Speaking, Reading & Writing skills.

Course Contents

Effective Communication in Business: Importance and benefits, Components of communication, Forms of Communication, Communication process, Role of Verbal and Non-verbal symbols in communication, Barriers to effective communication, Overcoming communication barriers. **[5]**

Corporate Communication: Characteristics of oral communication, Principles and types of oral communication, Strategies to handle different communication, Professional communicator responsibilities, corporate communication and Public Relation, Role of social media in communication **[8]**

Forms of Communication in Written Mode: Planning and execution of messages, Writing reports, proposals and business plans, Drafting of notice, Agenda, Minutes and resolutions of meeting, Creating and delivering good presentations, Managing data and visuals. **[8]**

Business Etiquettes and Cross-cultural Communication: Introduction, Constituents of Etiquettes, Business Etiquettes and modern technology, Workplace culture, Communicating across different cultures, Culture and writing skills. **[6]**

Career Management and Technology: Introduction, Searching for talent, looking for Job, Planning for Job, Social Networking and Job search, Preparing for Resume, Cover Letter, Group Discussion and Interview, Technology in Business Communication. **[5]**

Storytelling for Business Success: Role of storytelling in businesses today, Methods of storytelling, Model of crafting an effective story, 7 C's of storytelling, Crafting participants' personal stories **[7]**

Text Books:

1. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), "Business Communication", 13th Edition, New Delhi: McGraw Hill Education.
2. Raman, M. and Singh, P. (2012), "Business Communication", 2nd Edition, New Delhi: Oxford University Press.

Reference Books

1. Chaturvedi, P.D. and Chaturvedi M. (2011), "Business Communication, Concepts: Cases and Applications, 2nd Edition, Pearson Education, India.
2. Mukerjee, H.S. (2013), "Business Communication", 2nd Edition, OUP India.

Managerial Economics

MB.20.511 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic Theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. While conducting this course importance is given to the complexity of decision making process emanating from evolutionary changes that have occurred in the business firms over time.

Course Contents

Nature and scope of Managerial Economics: Economics and optimization techniques- Introduction to Economics and Managerial Economics, theory of the firm and objectives of the firm; Nature and functions of profit; total, marginal and average relationships Optimization analysis- profit maximization through total revenue-total cost approach; profit maximization through marginal analysis. **[6]**

Demand Analysis, Demand Estimation and Demand Forecasting- Individual's demand, specification of the demand function, factors affecting demand Different concepts of elasticity and their measurement, relationship between price elasticity, total revenue and marginal revenue Use of elasticity in managerial decision-making, introduction of demand estimation Methods of demand estimation; use of regression analysis in demand estimation; demand forecast with qualitative and quantitative methods. **[8]**

Theory of production, cost concepts, cost functions and estimation- Production function; short run production function, law of diminishing returns; Production Function and Iso-quants and Iso-costs function; Optimal combination of inputs for minimizing cost ; long run production function and returns to scale; Type of costs; short run and long run cost functions, marginal costs, average costs ; Fixed and variable costs and estimation of cost functions; break-even analysis. **[12]**

Market Structure, Pricing Practices and Game Theory-What are different market structures; Pricing under perfect competition; assumptions, short run and long run equilibrium of the firm and market Determination of price; profit maximization; Pricing under Monopoly: pure and discrimination monopoly; Pricing determination under Monopolistic Competition; Pricing under Oligopoly and Duopoly; Game Theory and Strategic Behavior; Role of the Government in pricing. **[13]**

Text Books

1. Salvatore, D. (2014), "*Managerial Economics in a Global Economy*", 8th Edition, New Delhi: Thomson South-Western.
2. Samuelson, A.P. and Nardhas, W.D. (2010), "*Economics*", 19th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dholakia, R.H. and Oza, A.N. (2003), "*Microeconomics for Management Students*", New Delhi: Oxford University Press.
2. Gupta, G.S. (2003), "*Managerial Economics*", New Delhi: McGraw Hill Education.
3. Keat, P. and Banerjee, S. (2010), "*Managerial Economics: Economic Tools for Today's Decision Makers*", 6th Edition, New Delhi: Pearson Education.
4. Kreps, D.M. (2004), "*Microeconomics for Managers*", New Delhi: W.W. Norton and Company.

Management Accounting

MB.20.521 **3-1-0-4 (Contact hrs: 39)**

Course Objective

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Course Contents

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost, Materials, Labour and overheads and their allocation and apportionment, Preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting. **[4]**

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc. **[6]**

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc. **[8]**

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. **[8]**

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each. **[7]**

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing. **[6]**

Text Books

1. Horngren (2015), "Financial and Managerial Accounting", 5th Edition, New Delhi: Pearson Education.
2. Khan, M.Y. and Jain, P.K. (2103), "Management Accounting: Text, Problems and Cases", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Colin, D. (2005), "Management Accounting for Business", 3rd Edition, Thomson, India
2. Pandey, I.M. (2009), "Management Accounting", New Delhi: S. Chand and Sons.
3. Pauline, W. (2006), "Financial and Management Accounting", 7th Edition, Pearson Education.

Organizational Behavior

MB.20.531 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Contents

Introduction: Historical evolution of OB, Organizational structure, Management functions and roles, Developing an OB Model. **[4]**

Individual Behavior: Personality and values, Personality assessment instruments, Attitudes and job satisfaction, Perception and attribution, linking individual behavior to the workplace. Learning: Concept, Learning theories, Reinforcement, Administering reinforcement, Organizational behavior modification. **[9]**

Motivation: Definition and importance, early theories of motivation, Contemporary theories of motivation, Motivational tools in organization – Job characteristics model, Employee involvement, Rewards. **[7]**

Group Behavior: Concept of Groups, Stages of group development, Group properties, Group decision making, creating effective teams, turning individual into team players. Skills for Managing Teams: Communication, Conflict, Power and Influence, Emotional intelligence. **[8]**

Leadership: Concept, Leadership styles, Theories – Trait, Behavioral, Contingency; Finding and creating effective leaders. **[6]**

Managing Modern Organizations- Culture formation, Managing cross cultural differences, Innovation and learning organization. **[5]**

Text Books

1. Luthans, F. (2013), "Organizational Behavior-An Evidence-Based Approach", 12th Edition, New Delhi, McGraw Hill Education.
2. Robbins, S.P., Judge, T.A. and Vohra, N. (2017), "Organizational Behavior", 16th Edition, New Delhi, Pearson Education.

Reference Books

1. Newstrom, J.W. (2007), "Organizational Behavior-Human Behavior at Work", 12th Edition, New Delhi, McGraw Hill Education.
2. Pareek, U. and Khanna, S. (2011), "Understanding Organizational Behavior", 3rd Edition, New Delhi, Oxford University Press.
3. Parikh, M. and Gupta, R. (2010), "Organizational Behavior", McGraw Hill Education.

WOMEN LEADERSHIP AND BUSINESS

MB.20.541 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The primary objective of this course is to begin to uncover and understand the unique challenges, constraints, and opportunities that face women today as they ascend to leadership positions in organizations.
- A secondary objective of the course is to encourage students to think critically about the kinds of interpersonal, social, and cultural changes that are necessary to support women's advancement in positions of power and authority.

Course Contents

Women in Management: Current status of women leaders, Concepts of gender and leadership in Indian culture, Global gender perspectives in business, Confronting problems faced by women in organizations, Human resource management for gender diversity, Identity and social networking, Legal perspectives for women in India, Working women in emerging markets. **[6]**

Leadership: Concept, Leadership development for women, Leadership identity, Leadership assessment, Aligning leadership strategy and style with personal values and self-image, Personal brand in the workplace, Successful women leadership models abroad. **[6]**

Building Leadership Potential Self-awareness, Emotional intelligence, Leading and managing teams, Interpersonal skills, Conflict management, Managing and leading teams, Effective negotiations. **[8]**

Leadership Communication: Persuasion and argumentation, Thinking through a management situation, Presentation skills, Communication analytics. **[6]**

Developing a Leadership Style: Leading with authenticity, Strategies for implementing personal change, Leveraging talent in teams, Diversity inclusion, Coaching sessions in small groups. **[5]**

Managing in a digital age: Data Analytics, Digital Marketing, Identity and social networking **[3]**

Business Transformation: Bird's eye view of organizational functioning – Finance, Marketing, HR and Operations Management of systems - Entrepreneurial skills, Strategic leadership. **[5]**

Text Book:

1. Eagly, A. H., & Carli, L. L. (2007). Through the labyrinth: The truth about how women become leaders. Boston, MA: Harvard Business School Press.

Reference Book:

1. Northouse, P. G. (2016). Leadership: Theory and practice (7th ed). Thousand Oaks, CA: Sage.

Marketing Management

MB.20.551 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

In this comprehensive and practical introduction to marketing management, the learner will improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans.

Course Contents

Understanding Marketing Management: Defining marketing for new realities, the value of marketing, the scope of marketing, core marketing concepts, the new marketing realities. **[6]**

Developing Marketing Strategies and Plans: Marketing and customer value, the value delivery process, the value chain, core competencies, strategic marketing planning and process, building customer value, satisfaction, and loyalty. **[6]**

Conducting Marketing Research: The scope of marketing research, the marketing research process, measuring marketing productivity. **[5]**

Analyzing Consumer and Business Market: Consumer behaviour and factors influencing consumer behaviour, the buying decision process, organizational buying and participants. Organizational buying process and stages. **[6]**

Building Strong Brands: Identifying market segments and targeting, segmentation criteria, crafting the brand positioning, creating brand equity, managing brand equity. **[5]**

Creating value through product and pricing: Product characteristics, classifications and differentiation, product life cycle and marketing strategies, developing pricing strategies and programs. **[5]**

Designing and Managing Integrated Marketing Communication: the role of marketing communication, developing effective communication, managing the integrated marketing communication process, managing advertising, sales promotion, event & experience, and public relations. Managing digital communication – online, social media, and mobile. **[6]**

Text Books

1. Kotler, P. and Keller, K.L. (2016), "Marketing Management", 15th Edition, New Delhi: Pearson Education.
2. Saxena, Rajan. (2019), "Marketing Management", 6th Edition, McGraw Hill Education

Reference Books

1. Grewal, D. and Levi, M. "Marketing," 5th Edition, Chennai: McGraw Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "Marketing Moves: A New Approach to Profit Growth and Renewal", Boston: Harvard Business School Press.

IT Tools for Managers

MB.20.561 **2-0-2-3**

Course Objective:

In an increasingly complex world, information technology thinking, understanding, and skill are more important than ever. In this course participants are introduced to the fundamental concepts and with skills for proficiency in information system. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the information and data.

Course Contents

Introduction to IT tools and MIS: Systems, data and information and knowledge, Importance of IT tools like spreadsheet, MS-Excel, and MIS in the competitive business environment. Introduction to Information Systems Technology, Basic Excel skills, Using Excel functions and developing Spread Sheep Models. **[7]**

Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Database Management System, Networking, Systems and Application Software, IT's people view, empowering people through information. **[7]**

Managing change – the Indian paradigm. managing the digital divide, big data. Decision Making and Types of information systems, Management information systems, transactions processing systems, decisions support systems, expert systems, office automation systems and knowledge-based systems. **[8]**

Structured decision making, unstructured decision making and semi structured decision making, Information Systems Analysis & Design, Stages of SDLC, Feasibility study, systems study and systems design, Resource utilization, implementation, audit, operation, maintenance and modification, **[8]**

Functional Information Systems, Marketing, Finance, HR, Production/Operations information systems, Enterprise Resource Planning, Process Mapping, Implementation Management. **[9]**

Text Books

1. Albright, C.S., Winston, W.L. and Zappe, C. J (2009), "*Decision Making Using Microsoft Excel*", New Delhi: Cengage Learning.
2. Efraim, T., Dorothy, L., Ephraim, M., and James, W. (2010), "*Information Technology for Management: Transforming Organizations in the Digital Economy*", 7 Edition, New Delhi: John Wiley and Sons.

Reference Books

1. O'Brien, J.A. (2010), "*Management Information Systems: Managing Information Technology in the Business Enterprise*", 7 Edition, New Delhi: McGraw Hill Education.
2. Stair, R. (2008), "*Principles of Information System*", New Delhi: Cengage Learning.
3. Williams, B.K. and Sawyer, S.C. (2012), "*Latest Complete Version Using Information Technology: A Practical Introduction to Computers and Communications*", New Delhi: McGraw Hill Education.

FIRST YEAR SPRING SEMESTER - II

Business Research Methods

MB.20.502 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. The students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem.

Course Contents

Introduction to Statistics: Origin, Nature and scope in business management, Data processing – Classification, Summarization, Tabulation of data – presentation (tabular and graphic) – Frequency distribution, Measures of central tendency - Arithmetic mean, Weighted mean, Geometric mean, Median, Mode, and Partition values – Quartiles, Deciles and Percentiles, Measures of dispersion - Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation **[6]**

Business Research: Nature of business research, Business research process, Ethics in business research, recent trends. **[4]**

Research Designs: Introduction and classification, Exploratory Research, Descriptive research, Causal research. **[4]**

Measurement and Scaling: Primary scales of measurement, Comparative scaling Techniques, Non-Comparative scaling techniques and Scale evaluation. **[5]**

Data Collection & Preparation: Primary data, Secondary data, Questionnaire and form design, Objectives, Design process. **[5]**

Sampling: Sampling design process, Classification of sampling techniques, Sample size determination. **[4]**

Data Analysis: Hypothesis meaning, Sources types - Parametric and non-parametric tests, Parametric test, T test, F Test and Z test, Non Parametric Test - U Test, Kruskal Wallis, Sign test, Discriminant analysis, Factor and cluster analysis. **[7]**

Report Writing & Presentation: Significance, Report writing- Steps, Layout, Presentation - Executive summary, Precautions, Norms for using tables, Charts and diagrams – Appendix, Index and Bibliography. **[4]**

Text Books

1. Bajpai, N. (2017), "*Business Research Methods*", 2nd Edition, New Delhi: Pearson Education.
2. Mishra, P. (2015), "*Business Research Methods*", New Delhi: Oxford University Press.

Reference Books

1. Bryman,A. and Bell, E. (2015), "*Business Research Methods*", 4th Edition, OUP New Delhi:
2. Cooper, D. R., Schindler, P.S., Sharma, J.K. (2015), "*Business Research Methods*", 11th Edition, New Delhi McGraw Hill Education.

Financial Management

MB.20.512 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The objective of this course is to develop a foundation of financial management concepts. This will enable the students to understand how corporations make investment & financing decisions. This course will help the students in understanding both the theoretical and practical role of financial management in business corporations.

Course Contents

Introduction to Finance: Financial markets, Financial institutions, Financial services, Financial instruments, Functions and goals of finance. ***Financial Management***: Nature, Scope, and Objectives of financial management, Time value of money, Risk and return. **[6]**

Capital Structure and Cost of Capital: Capital structure and leverage, Optimum capital structure, Measurement of specific costs, Computation of overall cost of capital ***Financing Decision***: Long-term financing, Short-term financing, Term financing, Venture capital, Basics of lease financing. **[9]**

Capital Budgeting: Principles, Techniques, Measurement and evaluation, Case study problems. **[9]**

Working Capital Management: Planning of working capital, Working capital financing and Inventory management.

Financial derivatives: Options, Futures, Forwards, Warrants, Hedging using derivatives. **[5]**

Dividend Policy Decision: Dividend and valuation, Determinants of dividend policy **[5]**

Behavioral Finance Investment Decision Cycle: Judgment under uncertainty, Utility/ Preference functions, Expected Utility Theory [EUT]. **[5]**

Text Books

1. Horne, V. (2008), "*Fundamentals of Financial Management*", 12 Edition, New Delhi: Pearson Education.
2. Lawerence, J.G., and Zutter, C.J. (2015), "*Principles of Managerial Finance*", 14 Edition, New Delhi: Pearson Education.

Reference Books

1. Brigham, E.F. (2014), "*Financial Management Theory and Practice*", 14 Edition, New Delhi: Cengage Learning.
2. Chandra, P. (2008), "*Financial Management*", 7 Edition, New Delhi: McGraw Hill Education.
3. Khan, M.Y. and Jain, P.K. (2005), "*Basic Financial Management*", 2 Edition, New Delhi: McGraw Hill Education.
4. Pandey, I.M. (2008), "*Financial Management"*, 10 Edition, New Delhi: Vikas Publishing House.

Human Resource Management

MB.20.522 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course will help students to learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration. This course will also discuss how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, development etc) and organizational culture.

Course Contents

HRM: Meaning, Nature, Scope and functional area of HRM, Approaches to HRM- soft hard, Strategic HRM, Managing HR Function: Organizing the HR Unit, Line and Staff Relationship, Policies and Procedures, Planning HR activities, Controlling HR Function **[6]**

HRP: Concept of HRP, Objective, HRP Process, Strategic role of HRP Job Analysis, Job Description, Job Specification and Job Design, Recruitment: sources/ Methods, Selection - Steps in selection procedures, Interview (Structured/ Non-structured), Induction and Placement. **[9]**

Training and Development: Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing, Career management and Talent Management. Nature, objectives and process; **[6]**

Performance management: Methods of performance appraisal; Potential appraisal; Employee counseling - Concept and policies. **Compensation** - Base and supplementary compensation; Individual, group and organization incentive plans, Fringe benefits, Performance linked compensation, Employee stock option, Job evaluation. **[7]**

Employee health and safety: Employee welfare; Social security measures, Employer-employee relations- An overview; Grievance handling and redressal, Industrial disputes: Causes and settlement machineries, Trade Union- Nature, Trade Union Movement in India, Strategic choices before managers and unions and managing unions. **[6]**

Virtual Organizations and role of HR: Managing Employee Downsizing, Employee Empowerment and Worker's Participation in Management, Changing Role of HR in Global Scenario. **[5]**

Text Books

1. Ashwathappa, K. (2015), "*Human Resource Management*", 7 Edition, New Delhi: McGraw Hill Education.
2. Dessler, G. and Varkkey, B. (2017), "*Human Resource Management*", 15 Edition, New Delhi, Pearson Education.

Reference Books

1. Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2009), "*Human Resource Management*", 5 Edition, New Delhi: McGraw Hill Education.
2. Mondy, A.W. and Noe, R.M. (2016), "*Human Resource Management*", 14 Edition, New Delhi, Pearson Education.
3. Banfield, P. and Kay, R. (2009) "*Introduction to Human Resource Management*", New Delhi: Oxford University Press.

Operations Management

MB.20.532 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Operations management exists in diverse types of functions, industries, organizations, and management jobs. Operations managers range from first-level supervisors to senior vice-presidents, who use a variety of resources to systematically plan, design, manage, and improve systems that effectively accomplish the operations task. The challenge for operations managers is to produce products and deliver services in a way that is compatible with the business strategy of the company.

Course Contents

Understanding Operations: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. **[4]**

Operations Strategy: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement. **[6]**

Supply Network Management: Designing and managing supply networks, The design of services and products, Process Design, Process Analysis, Location, Layout and flow, The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design. **[8]**

Measuring Product Development Performance, Service Encounters, Structuring the Service Encounter, Service-System Design Matrix, Managing Capacity, Managing Demand, Inventory Management. **[8]**

Quality Management & Control: Quality Concept, Costs, Tools, Statistical Process Control, Process Capability, Operations Strategy, Lean Synchronization, : Process Analysis – Process utilization and capacity, impact of variability, Understanding Supply Chain Management. **[8]**

Quality Management & Control: JIT and Lean Production , Performance Management System, Design of Operating Systems, Managing Projects, Linking Behavior to Operations, Linking Finance to Operations. **[5]**

Text Books

1. Chase, R.B., Shankar, R. and Jacobs, F.R. (2015), "*Operations and Supply Chain Management*", 14Edition, New Delhi: McGraw Hill Education.
2. Heizer, J. and Render, B. (2015), "*Operations Management: Sustainability and Supply Chain Management*", 11 Edition, New Delhi: Pearson Education.

Reference Books

1. Bedi, K. (2013), "*Production and Operations Management*", 3 Edition, New Delhi: Oxford University Press.
2. Buffa, E.S. and Sarin, R.K. (2008), "*Modern Production/Operations Management*", New Delhi: John Wiley and Sons.
3. Chary, S.N. (2015), "*Production and Operations Management*", 5 Edition, New Delhi: McGraw Hill Education.

Business Environment

MB.20.542 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand the overall business environment and evaluate its various components in business decision making.
- To understand the real life situations vis-à-vis economic systems of India and other countries.
- To analyze the impact of economic reforms on different industries.
- Explore socio-cultural issues of the society that influence business decisions.
- To understand legal environment of business in order to comply with it.

Course Contents

Nature and Characteristics of Contemporary Business: Internal and external environmental factors, Environmental analysis and strategic management. **[4]**

Environmental Analysis and Forecasting: Environment scanning and its processes, Techniques for environmental forecasting, Benefits and limitations of environment forecasting. **[4]**

Anatomy of the Indian Economy: Economic system, Planning process, Trend in macroeconomic variables, Economic structure and the stage of development. **[12]**
Economic Policies: Determinants of National Income, Inflation, Fiscal policy, Monetary policy and Trade policy, Economic fluctuations.

Politico-legal Environment: Relationship between business and Government, Important business laws in India - Companies Act, Competition Law, FEMA, SEBI Act, and Consumer Protection Act. **[5]**

Impact of Culture and Values: Inter-relationship between business and society, Salient features of Indian culture and values and its impact on business, The stakeholder Model of business, Problems created by business, SA8000. **[5]**

Technological Environment: The contribution of technology, Integrating technology with Business, Technology transfer, Managing technology for development, Multinationals as source of technology. **[4]**

Economic Reforms in India: The New Economic Policy – Globalization, Exim policy, Banking policy and FDI policy, Reforms in capital market, Salient Features of WTO. **[5]**

Text Book:

1. Cherunilam Francis, Business Environment: Text & Cases, 17th revised edition, Himalaya Publishing House.

References Books:

1. AC Fernando, Business Environment (2011), Pearson Education.
2. Aswathappa K, Essentials of Business Environment (8th edition), Himalaya Publishing House.
3. Pailwar Veena Keshav, Economic Environment of Business (2009), PHI

Women Entrepreneurship

MB.20.552 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

Gender is a critical factor as it shapes our understanding of whom and what can be legitimately recognized as an entrepreneur. This course seeks to develop an understanding of a woman entrepreneur and the specific requirements and conditions that affect the same.

Course Contents

Woman Entrepreneur: Profile of women-owned businesses, Typology of female entrepreneurs, The Socio-economic context of female entrepreneurship - Labour market structure, occupational segregation, gender pay gap, work-life balance, workplace discrimination, glass ceiling effect, sexrole inventory, gender role expectations of society, stereotyping, perception towards female underperformance. **[8]**

Feminist approaches: Defining gender, Sensitivity and women, Role expectations for women, House work versus office/business work, Double roles of women, Role of women in family businesses, The 5M framework, Female networking, gender roles and activities, Resources- Access to entrepreneurial capital, Social capital, Human capital, Financing women owned businesses, Accessing finance, Challenges faced by women entrepreneurs, Venture capital funding for women. **[8]**

Entrepreneurship as empowerment: High technology entrepreneurship and women entrepreneurs, Science and technology enterprises, Gender and technology, Entrepreneurship, Gender and empowerment, Entrepreneurial opportunities for women, Motivating women entrepreneurs. **[7]**

Women entrepreneurs in India: Rural and urban, Roles, Education levels, Social roles and perception of women, Potential projects, Social entrepreneurship, Role of women in the economy, Role of women in the earning potential of a household, Reception of women entrepreneurs, Obstacles faced by women entrepreneurs, Needs of women entrepreneur, Efforts to increase women entrepreneurship in India, Programs for women entrepreneurs, Institutions engaged in promoting women entrepreneurship. **[10]**

Case studies of Women entrepreneurs. **[6]**

Text Books:

1. McAdam, M., Female Entrepreneurship, Routledge
2. Case Studies = Menon, S., Leading Ladies, Vol. I and II, Fortytwo Books, Mumbai.

References Books:

1. Lavanya, T., Women Empowerment through Entrepreneurship, New Century Publications
2. Kumar, Anil, Women Entrepreneurship in India, Regal Publications
3. Singh, A.K., Suguna, K. and Reedy, R.V.M, Women Entrepreneurship, Vol. I & II, Serials Publications
4. Guillen, M.F. , Women Entrepreneurship, Routledge
5. Kirpal, A., Women Entrepreneurs, Sage Publishers
6. Jauhari, V., Griffy-Brown, C., Women, Technology and Entrepreneurship, Reference Press

Legal Aspects of Business

MB.20.562 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To provide an overview of important laws those have a bearing on the conduct of business in India.
- To address current issues in the Corporate Tax, contracts, sales and labor law and assess the impact of these laws on business.
- To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.
- To understand electronic governance and electronic records and various modes of dispute resolution in business transactions.

Course Contents

The Indian Contract Act, 1872: Contract defined, Establishing the contract - Offer and acceptance, Essentials of a valid contract, Performance of contract, Breach of contract and its remedies, Contingent contract, Quasi contracts, Agency. **[6]**

The Companies Act, 2013: Major principles – Nature and types of companies, Formation - Memorandum and Articles of Association, Prospectus, Power, Duties and liabilities of directors, Winding up of companies, Corporate Governance. **[8]**

The Sale of Goods Act, 1930: Nature of contract of sale, Conditions and warranties, Transfer of ownership and delivery, Rights of unpaid seller and rights of buyer. **[5]**

Industrial laws: An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act, Minimum Wage Act. **[6]**

The Competition Act, 2002: Competition commission – aims and objectives, Major concepts, Prohibition of anti-competitive agreements, Prohibition of abuse of dominant position, Regulation of combination, Power of commission. **[5]**

Consumer Protection Act, 1986: Consumer and complainant, Consumer rights, Procedures for consumer grievances redressal, Types of consumer redressal forums. **[5]**

The Information Technology Act, 2000: Objectives, Acknowledgement and dispatch of electronic records, Digital signature, Duties of subscriber, Penalties and adjudication. **[4]**

Text Book:

1. Pathak Akhileshwar, Legal Aspects of Business, 6th Edition, McGraw Hill (India).

References Books:

1. Kapoor N.D., Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
2. Kumar Ravinder, Legal Aspects of Business, Third Edition (2013), Cengage (India).
3. Tulsian P.C. and Tulsian Bharat, Business Law.

SECOND YEAR AUTUMN SEMESTER - III

Strategic Management

MB.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course provides participants a general management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

Course Contents

Concept, Nature and Scope: Definitions of various strategic terms – Strategy, Corporate Strategy, Business Strategy, Operational Strategy Competitive Advantage and generic building blocks, Sustainable Competitive Advantage, Resources, Capabilities, Resource Based View of the Organization, core competency, distinctive competency, Mission, Visions, Goals, Objectives, Business Model Strategy Making Process: cursory concepts. **[7]**

External Analysis: Strategic Groups, Competitor Analysis: Porter's FFF, EFE (External Factor Analysis) Industry Life Cycle, PESTLED, CPM Matrix (Competitive Profile) Matrix Internal Analysis: Value Chain Concept and Analysis, IFE (Internal Factor Evaluation) Matrix SWOT, TOWS matrix, SPACE matrix. **[8]**

Competitive positioning and the business model: Competitive positioning and business-level strategy, Competitive positioning: Generic business level strategies, Dynamics of competitive positioning. Strategies in fragmented, embryonic, growth industries, Navigating through life cycle to maturity, Strategy in mature and declining industries, Game Theory. **[9]**

Corporate-level Strategy: Horizontal and Vertical Integration, Cooperative Relationships, Strategic Outsourcing, Related and Unrelated Diversification Strategy in the Global Environment: Porter's Diamond, Profitability and profit growth through global expansion, Cost reduction and local responsiveness pressures, choosing a global strategy, Basic entry decisions, Global strategic alliances, Mergers and Acquisitions Strategic Change and **[9]**

Turnaround Strategy: Change Management, Turnaround Strategy. Implementing Strategy through Organizational Design: Controls, Structure, Culture; Building Distinctive Competencies at the functional level implementing strategy in companies operating in single industry, across industries and countries Strategic Audit; Strategy Review, Evaluation and Control – Balanced Score Card. **[6]**

Text Books

1. Barney, J.A. and Hesterly, W.S. (2010), "*Strategic Management and Competitive Advantage*", 5th Edition, New Delhi: Pearson Education.
2. Pearce, J.A. II, Robinson, R.B. and Mittal, A. (2016), "*Strategic Management: Formulation, Implementation and Control*", 12th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dess, G.G., Lumpkin, G.T., Eisner, A.B., McNamara, G. and Kim, B. (2013), "*Strategic Management: Creating Competitive Advantages*", 6th Edition, New Delhi: McGraw Hill Education.
2. Hill, C.W.L., Schilling, M.A. and Jones, G.R. (2017), "*Strategic Management Theory: An Integrated Approach*", 12th Edition, New Delhi: Cengage Learning.

Summer Internship Project

MB.20.613 **0-0-0-3**

Course Objective:
The summer internship project is designed to engage the participants in a field experience with an opportunity to share their hands on experiences and corporate insights, to explore the links between participants' academic preparation and their field work, and to assist participants in developing and carrying out the summer project which will serve to culminate their corporate internship experience.
Internships are individualized and tailored to the needs and interests of each participant in the program. As part of the internship experience, participants are expected to take an active role in finding an appropriate internship for themselves.

Course Contents
Summer internship project is a three credit (full-time) course in which participants must enroll. Participants must maintain a journal of their daily activities and complete a paper analyzing their organizations' mission, structure, accomplishments, and current projects.
Duration: 8 weeks

The evaluation for this course will be determined as follows:
Evaluation pattern shall be – Report: 75% weight and Final Viva-Voce: 25%.

Statement on Academic Dishonesty
Academic dishonesty is defined to include any form of cheating and /or plagiarism. Cheating includes, but is not limited to, such acts as stealing or altering testing instruments; falsifying the identity of persons for any academic purpose; offering, giving, or receiving unauthorized assistance on an examination, quiz, or other written or oral material in a course; of falsifying information on any type of academic record. Plagiarism is the presentation of written or oral material in a manner which conceals the true source of documentary material, or the presentation of material which uses hypotheses, conclusions, evidence, data, or the like, in a way that the participant appears to have done work which she did not, in fact, do.

Security Analysis and Portfolio Management

FM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved.
- The course is designed with a view to acquaint the students with the working of security market and principles of security analysis
- To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Contents

Role of Security Markets in Economy: Organization and Mechanics of Indian Security Markets, Various Securities and their Characteristics, Objective of the Security Analysis Functions of an Organized Security Market, Mechanics of Security Trading, Various Types of Security Markets and their Functions. **[8]**

Stock Exchanges: OTCEI, Depository, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market, Risk and Return, Utility Theory, Portfolio Theory, CAPM, APT, Multi-factor Models, Options and Futures, Security Analysis. **[10]**

Fundamental Analysis: Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm, Pricing of Security (IPOs and Seasoned Equity Open), Financial Statement Analysis, Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factors, The Risk Factors, including Internal Risk, Technical Analysis of Security Pricing, Market Efficiency and Behavioral Finance. **[10]**

Portfolio Management: Portfolio Theory, Portfolio Criteria, Efficient Set, Portfolio Selection and Diversification, The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model), Portfolio Management, Portfolio Objective, Size of Portfolio, Selection Basis and Readjustment, Timings of Disinvestment, Market Microstructure. **[11]**

Text Books

1. Fischer, D.E. and Jordan, R.J. (2009), "*Security Analysis and Portfolio Management*", 6th Edition, New Delhi: Prentice Hall of India.
2. Prasanna, C. (2102), "*Investment Analysis and Portfolio Management*", 4th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Elton, E.J., Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2014), "*Modern Portfolio Theory and Investment Analysis*", 9th Edition, US: Wiley.
2. Marcus, A.J., Mohanty, P., Bodie, Z. and Kane, A. (2009), "*Investments*", 8th Edition, New Delhi: McGraw Hill Education.
3. Reilly, F.K. and Brown, K.C. (2011), "*Investment Analysis and Portfolio Management*", 10th Edition, Cengage Learning.

Corporate Finance

FM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques for analyzing corporate study and understanding.
- To assess and compare the mechanics of discounting cash flows and free cash flows under budgeting criteria.
- To understand the debt structuring for optimal capital structure.
- Evaluate the optimal capital structure and effect of leverage on capital structure.

Course Contents

Introduction to Corporate Finance: Finance function and the role of financial manager, impact of corporate governance on financial decision making; the goal of the firm. **[5]**

Valuation and Capital Budgeting: The analysis of discounted Cash Flow Valuation, FCFF evaluation criteria, EV and EVA valuation Making Capital Investment decisions, and mechanics of Interest Rates & Bond Valuation, duration, convexity and term structure of financial assets, Stock Valuation **[10]**

Risk : Risk & Return, Capital Asset & Pricing Model, Cost of Capital &Valuation **[7]**

Corporate Financing decision: Financial leverages and capital structure policy, Optimum capital structure: concepts, Limit to the use of debt. Long term financing: Leasing, Capital budgeting impact of inflation and taxes, Valuation and Capital Budgeting for the levered firm, Practical problems in capital budgeting, Capital investment decisions, dividend and other payouts. **[10]**

Long term financing: Leasing, hire purchase, factoring. **[7]**

Text Books

1. Damodran, A. (2014), "*Applied Corporate Finance*", 4th Edition, New Delhi: John Wiley and Sons.
2. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K. (2017), "*Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Berk, J. and DeMarzo, P. (2017), "*Corporate Finance*", 4th Edition, New Delhi: Pearson Education.
2. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P. (2014), "*Principles of Corporate Finance*", 11th Edition, New Delhi: McGraw Hill Education.
3. Damodran, A. (2007), "*Corporate Finance: Theory and Practice*", 2nd Edition, New Delhi: John Wiley and Sons.

Banking Insurance and Management

FM.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to nurture the knowledge of operations of BFSI. With the advent of market oriented approach financial sector, mainly banking and Insurance face the challenge to continuously innovate and improve their products and services. This calls for excellence in the performance of operations of BFSI. This course provides detailed understandings of operations' of BFSI. This course designed to assist the students in understanding both the theoretical and practical of operations of BFSI.

Course Contents

Introduction to Financials Services: Meaning and concepts of banking, Functions of banks. Study on concepts, purposes and mechanism of Insurance, Principles of insurance, and types of insurance, essential feature of insurance contracts. Credit Management in Banks, Types of credit, Modes of credit delivery– Loan Policy, Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs. **[7]**

Treasury Management, Objectives of Treasury, structure & Organization, Functions and Responsibility of Treasurer, Cost Centre, Profit Centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS. **[7]**

BASEL Norms - Three pillars of BASEL Norms and Capital for Operational risk, Frame work for risk management, RBI guidelines on risk management , Risk rating and risk pricing , Methods for estimating capital requirements , Credit risk - standardized approach, advanced approach, Credit rating / credit scoring and rating system design. **[7]**

Product development in the life and non-life insurance sectors in India, Insurance Underwriting - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting. **[7]**

Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement, Insurance and Risk - significance of insurance and risk, Risk Management Process, role of risk evaluation in the process of insurance product formation, principles of insurance pricing and marketing, **[5]**

Elements in Computation of Life Assurance Premium –Mortality, Interest, Expenses, Level Premium System, Calculation of Age, Steps involved in calculation of premium, tools and techniques used in pricing individual life and health insurance. **[6]**

Text Books

1. Dorfman, M.S. (2012), "*Introduction to Risk Management and Insurance*", 10 Edition, New Delhi: Prentice Hall of India.
2. Indian Institute of Banking and Finance (2017), "*Theory & Practice of Treasury and Risk Management in Banks*", 2 Edition, New Delhi: Taxmann Publications.

Reference Book

1. Indian Institute of Banking and Finance (2015), "*Insurance Products (Including pension Products)*", New Delhi: Taxmann Publication

FINANCIAL STATEMENT ANALYSIS

FM.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- We will incorporate key elements that you have learned in your other classes and apply this knowledge systematically to analyses the financial statements.
- The students will understand how to use ratios to compare a firm to its competitors and to evaluate changes in ratios over time. You will also know how to use these ratios to help forecast the future.
- Evaluate a firm's financial performance through both quantitative and qualitative analyses
- Have a framework for linear forecasting future earnings and predicting the stock market's response to quarterly earnings announcements.

Course Contents

Understanding Financial Statements: Notes to financial statement, additional information in annual report segment reporting- full disclosure- management discussion and analysis, **[5]**

Statement of Cash Flows: Comparative statement-common size, vertical and horizontal analysis Overview of Financial Reporting. **[7]**

Financial Statement Analysis: Interpretation Liquidity and solvency analysis using financial statements- the dilemma of cause and effect- Prerequisites of an effective financial statement- case studies. Computation of ROI, PE Ratio, Profitability Ratio, Financial condition ratio operational and managerial efficiency. **[8]**

Tools for Financial Statement Analysis: solvency ratio- Dividend policy- Growth measure- Computation of CAGR, PEG ratio, Du Pont analysis. Financial, planning and strategy, **[8]**

Advance analysis in Financial Statement: Financial forecasting; exponential smoothing, stationary time series and their properties; random walk model; unit roots, tests of stationarity; financial forecasting with AR, MA and ARMA models, Box-Jenkins methodology for ARIMA models, **[11]**

Text Books:

1. Khan and Jain ; Financial management,6th edition, McGraw Hill (India).
2. Tsay.S.R; Analysis of Financial Time Series: Financial Econometrics, 3rd Edition, 2010, WSE, (US)

References Books:

1. Pandey.M.I ; Financial management; 11th Edition, 2018, Vikas Publication(India)
2. Wang.P; Financial Econometrics (Routledge Advanced Texts in Economics and Finance), 2008, Routledge (US)
3. Subramanyan.R.K, Wild.J.J; Financial Statement Analysis; 10th Edition, Mc Graw Hill (India)

Organization Development Systems

HR.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Students will learn how to improve individual, group/team and organizational performance through the use of OD techniques or interventions like group dynamics, training, culture change, and work-life balance.

Course Contents

Introduction: Leading Change – Why transformation efforts fail? **[2]**

Evolution and relevance of OD: Laboratory training background, Action research and survey feedback background, Participative management background, Productivity and quality of work background. **[4]**

Nature of Planned Change: Theories of planned change, General model of planned change, Types of planned change, designing intervention. **[4]**

The OD Process: Entering and contracting, Diagnosing organizations, Diagnosing groups and jobs, Collecting and analyzing diagnostic information, Feedback diagnostic information, Designing Interventions. **[6]**

Human Process Interventions: Executive coaching, Training and development, Team building, Conflict resolution, Improving interpersonal and intergroup relations. **[6]**

Techno Structural Interventions: Restructuring organization, Employee involvement, Work designs, Responsibility charting. **[5]**

Human Resource Management Interventions: Performance management, 360 degree feedback, Leadership development, Diversity management, Mentoring programs, Developing and assisting members. **[6]**

Strategic Interventions: Environmental framework, Competitive and collaborative strategies, Culture change, Learning and knowledge management. **[4]**

Special Applications of OD: OD in Global Setting, OD in non-industrial setting, Future directions in OD. **[2]**

Text Books:

1. Thomas G. Cummings and Christopher G. Worley (2015), *"Organization Development and Change"*, 10th Edition, New Delhi, Cengage Learning.
2. Bhattacharya Dipak Kumar (2014), *"Organization Change and Development"*, 1st Edition, New Delhi, Oxford University Press.

Reference Books:

1. Krishnamacharyulu CSK and Ramkrishnan Lalitha (2014), *"Organization Development"*, 1st Edition, New Delhi, PHI.
2. Wendell L. French, Cecil H. Bell, Robert A. Zawacki (2015), *"Organization Development and transformation-Managing Effective Change"*, New Delhi, Tata McGraw Hill.
3. Jim Grieves, (2010*), "Organizational Change-Themes & Issues"*, New Delhi, Oxford University Press.

Talent Management

HR.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
The objective of the course is to make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization. Students will develop a conceptual understanding of the management of talents in the competitive environment.

Course Contents

Introduction: Concept, Scope, Models/Approaches, Difference between talents and knowledge, Talent value chain, Elements of talent friendly organizations, Talent management process, Competitive advantage. **[5]**

Components of TMS: Challenges of TMS, Building blocks of TMS, Role of HR manager, Competency mapping, Process and Methods of competency mapping, Strategic performance appraisal, Designing the TMS. **[7]**

Talent Planning: Concept, Succession management process, Integrating succession planning and career planning, Designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent. **[8]**

Potential identification: Coaching, Mentoring, training and development with talent management, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system **[7]**

Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success **[7]**

Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India **[5]**

Text Books

1. Berger, L.A. and Berger, D.R. (2010), "*The Talent Management Hand Book*", 2nd Edition, New Delhi: McGraw Hill Education.
2. Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. (2008), "*Human Resource Management: Gaining a Competitive Advantage*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chowdhary, S. (2009), "*The Talent Era*", 1st Edition, New Delhi: Pearson Education.
2. Shukla, R. (2009), "*Talent Management*", 1st Edition, New Delhi: Global India Publications Pvt. Ltd.
3. Snell, S.A. and Bohlander, G.W. (2012), "*Managing Human Resources*", 16th Edition, New Delhi: Cengage Learning.

Industrial Relations

HR.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The aim of this course is to make participants conversant regarding conflict management in legal perspective and judicial system pertaining to labor management relations. Participants will be familiar with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes. This course also allows participants to view industrial relations within an international context as well as providing an insight into the workings of the Indian labour market.

Course Contents

Industrial relations: Definition – Nature - Evolution of IR in India - Context and environment of IR - Three actors and their roles in IR -Approaches to IR and HR Relations - Gandhian approach - Marxian approach and Dunlop's Systems approach. Emerging Trends in IR, Future of IR in India **[9]**

Role of trade unions: Trade union in India, National level federations, Goals and objectives of unions and union leadership, Weaknesses in trade unions, Types of trade unions, Theories of trade unionism, Cross cultural aspects of union management relations, Trade Union Act 1926 - An overview, Union recognition, De –unionization strategies. IR policies: The state and IR policies - Evolution of IR policies - National Commission on Labor and IR policy (1969). **[10]**

Grievance procedure: discipline - Labor courts - Collective bargaining: concept and development - Industrial unrest in India. Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes - Lockouts - Lay Off-Retrenchment - Unfair Labor Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling. **[10]**

Industrial Democracy: Concept and scope of industrial democracy, Worker's participation, Objectives for successful participation, Strategy, Practices, Behavioral science contribution and models, Rationale for participation, Issues in participation, Strategies for making participation work and making participation more effective. Labor legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen's Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965. International experiences, Emerging trends and Future role of IR. **[10]**

Text Books

1. Sinha, P.R.N., Sinha I.B. and Shekhar, S.P. (2013), "*Industrial Relations: Trade Unions and Labour Legislation*", 2nd Edition, New Delhi: Pearson Education.
2. VenkataRatnam, C.S. and Dhal, M. (2017), "*Industrial Relations*", 2nd Edition, New Delhi: Oxford University Press.

References Books

1. Bray, M., Deery, S., Walsh, J. and Waring, P. (2011), "*Industrial Relations*", 3rd Edition, New Delhi: McGraw Hill Education.
2. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012), "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi: McGraw Hill Education.

Human Resource Analytics

HR.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
To provide the students understanding of concepts, tools and techniques of HR Analytics that could be applied to make human resource management evidence based.

Course Contents

Introduction to HR Analytics: Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model. **[6]**

Creating Business Understanding for HR Initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics. **[8]**

Forecasting Budget Numbers for HR Costs: Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions. **[8]**

Predictive Modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning. **[5]**

Communicating with Data and Visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues. **[8]**

Predictive Modelling in HR: Logistic regression; Decision tree; Creating a policy on the basis of analytics. **[4]**

Text Book:

1. Bhattacharyya, Kumar, D. (2017), HR Analytics - Understanding Theories and Applications, Sage Publications India.

Reference Book:

1. Ramesh Soundararajan, Kuldeep Singh (2016), Winning on HR Analytics - Leveraging Data for Competitive Advantage, Sage Publications India.

Consumer Behavior

MM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
This course is offered as a marketing elective in the third semester. It helps students understand the behavior of consumers before and after purchase. The course helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions.

Course Contents

Introduction to consumer behavior: Nature and scope and application Segmentation Application of consumer behavior in marketing, Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques. **[7]**

Individual determinants: Consumer needs and motivation, Theories of personality and their implication for consumer, Behavior Consumer perception and attitude Theories of learning and communication **[7]**

Consumer decision processes: Problem recognition Search and evaluation Purchasing processes and post purchase behavior Opinion leadership and its dynamics, Modeling consumer behavior: Economic model-psychoanalytical model, sociological model, Howard Seth model-Nicosia model-Engel Blackwell model, VALS2. **[9]**

Consumers in their social and cultural settings: Group dynamics Reference groups and consumer behavior Influence of family and social class Influence of cultural and cross-cultural aspects of consumer behavior, Motivation – needs - goals- dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioral perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow's hierarchy of needs- Properties of motivation- Three main types of conflicts- Attitudes-definition beliefs- affect behavioral intention-attitude changing strategies- Elaboration Likelihood model and celebrity endorsements. **[9]**

Consumption and post purchase behavior: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process – Measuring customer satisfaction **[7]**

Text Books

1. Schiffman, K., Kanuk, L.L. and Kumar, S.R. (2015), "*Consumer Behavior*", 11th Edition, New Delhi: Pearson Education.
2. Hawkins, D.I., Motherbaugh, D.L. and Mookerjee, A. (2014), "*Consumer Behavior: Building Marketing Strategy*", New Delhi: McGraw Hill Education.

Reference Books

1. Chaudhuri, A. (2007), "*Emotion and Reason in Consumer Behavior*", New Delhi: Elsevier, Butterworth-Heinemann.
2. Lindquist, J.D. and Sirgy, M.J. (2009), "*Shopper, Buyer, and Consumer Behavior: Theory and Marketing Applications*", New Delhi: Biztantra Dreamtech Press.
3. Solomon, M.R. (2013), "*Consumer Behavior: Buying, Having, and Being*", 10th Edition, New Delhi: Prentice Hall of India.

B2B Marketing

MM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To analyze the process of developing and managing industrial products.
- To provide participants with an understanding on how the basic principles of marketing are applied to the B2B arena and where are the comparisons and contrasts with consumer marketing.

Course Contents

Nature, Scope and Challenges of Business Marketing: Differences between B2B Marketing and B2C Marketing, Challenges of B2B Marketing, Business Market Processes, Working Relationships and Business Networks. **[3]**

Business Customer's Buying Process and Behavior: Understanding Purchasing Orientation, The Concept of Buying Centre, Modeling Business Customer's Buying Behavior, Understanding the Buying Process, Evaluation of supplier Performance. **[3]**

Segmentation of business market: Identification of Relevant Bases of B2B Markets, Approaches to segmenting B2B, Segmenting B2B Customers in Mature Market, Cost-Benefit Analysis of segmentation decisions. **[4]**

High-tech Industrial product development and marketing: The growth of New-to-the World Technologies, Technology Forecasting, Technology Appraisal, Managing Technological Risk, Critical Issues Facing High – Tech Markets, The Future of Technology Commercialization. **[4]**

Managing Mature Industrial Products: Concepts of Market life Cycle, Key Concepts of Commoditization, Flexible Market Offerings. **[3]**

Pricing of Industrial Products: Relevant Cost for Pricing of Industrial Products, Factors Determining Industrial Buyer's Price – Sensitivity, Perceived Value Pricing model for Industrial Products, Competitive Bidding, Price Negotiations, Pricing OEM Manufacturer's Product, Lease Pricing, The Future: Pricing and the World Wide Web. **[4]**

Business –to–Business Distribution: Distinctive Aspects of Business–to–Business Channels, Business Customer's Channel Function Requirements, Types of Intermediaries in Business – to –Business Distribution, Multiple Channels, Hybrid Channels and Adaptive Channels. **[4]**

Logistics of Industrial Products: Special Role of Logistics in Industrial Products Distribution, Warehousing Decisions, Transportation Decisions, Inventory Decisions, Handling and Storage Decisions. **[4]**

Business to Business Communication: Communication Channels for Industrial Marketer, Trade shows, Managing Industrial Advertising Effort. **[3]**

Personal Selling of Industrial Products: Role of Personal Selling in B2B Markets, Team Selling for Complex Industrial Products, Consultative Selling for Complex Industrial Products, Key Account Management in B2B Market. **[3]**

Customer Service for Industrial Products: Elements of Customer service for Industrial Products, Establishing Customer Service Strategy, Customer Service and Internal Marketing, Improving Customer service by Digitization of Business. **[4]**

Text Book

1. Reeder, R.R., Brierty, E.G., Reeder B. (2012) *Industrial Marketing Analysis, Planning & Control*, New Delhi: Prentice Hall.

Reference Books

1. Vitale, G. (2012). *Business-to-Business Marketing, Analysis and Practice in a Dynamic Environment*. New Delhi: Thomson Press Publications.
2. Hutt, M.D., Speh, T.W.(2012). Business Marketing Management. New Delhi: Cengage Learning.

Marketing of Services

MM.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To develop students' understanding of the aspects of marketing those are of particular relevance to service organizations.
- Provide a theoretical and practical basis for assessing service performance through the use of frameworks, strategies, and tools.
- To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions

Course Contents

Concepts and Issues of Services Marketing: Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of the service economy, Factors affecting growth of the service sector. Strategic Issues in Services Marketing **[7]**

Consumer Behavior in Services: Search, Experience, and Credence Properties, Consumer Choice, Consumer Experience, Post-experience evaluation The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance **[4]**

Concept of Service Marketing Mix: Price ,pricing concepts and issues in pricing, pricing policy, and pricing approaches, Managing Capacity and Demand; Delivering Value through Pricing, Approaches to Delivering Value through Pricing Integrated Service Marketing Communications and Promotion: internal and external communication and issues in service promotion, Place: service distribution, channel options and service distribution strategy, Delivering service through intermediaries, Franchising, Agents and Brokers, Electronic channels **[7]**

Strategies in service marketing: Segmentation, Targeting, Differentiation and positioning of services. Service Design and the cost of providing service Customer's Role in Service Delivery. **[8]**
People: internal marketing and employee motivation, Physical Evidence, Service scapes, Dimensions of the service environment
Service Process: Service Blueprinting; Role of People in Service Production and Delivery, Creating the Right Service Culture
Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process.

Service Design and Managing Service Quality: Essentials of a service system, Components of services, Designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management. Understanding Service Quality and Its Dimensions; Assessing Gaps in Service Quality, Experiential Marketing, Managing Relationships and Building Loyalty Relationship Marketing, Customer Loyalty Management, Customers' Life Time Value Service Recovery, Impact of Service Failure and Recovery. **[7]**

Application of Services Marketing Concepts: Financial services, Hospitality services, Health services, Educational services, and professional services. **[6]**

Text Book

1. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. and Pandit, A. (2017), "*Service Marketing: Integrating Customer Focus Across the Firm*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Book

1. Wirtz, J. and Lovelock, C. (2016), "*Services Marketing: People, Technology and Strategy*", 8th Edition, Chennai: World Scientific.

Sales and Distribution Management

MM.20.633 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To develop understanding and appreciation of the Sales & Distribution processes in organizations.
- Be able to manage the sales function including sales forecasting, budgeting, quotas and territories design and management.
- Become adept at selling through proper understanding of the process of selling. Manage sales force from recruiting to motivating and compensating.
- Understand importance of effective distribution decisions. Develop and manage channels of distribution.
- Understand the role of inventory, transportation and warehousing in providing place utility for customers.

Course Contents

Introduction to Sales Management: Introduction, Nature, Role and Importance. Personal Selling and Industrial Selling, product selling and service selling, Sales Management Process. **[4]**

The Sales Organization: Sales Organization Structures, Management of Sales Territory- Management of Sales Territory-Designing Sales territory, Beat planning-routing and scheduling, Determining the size of sales force and allocating sales territories. Sales Quota, Sales forecasting, Sales Budget and Budgeting procedures, **[6]**

Personal Selling: Selling Process. Selling skills and Strategies. Buyer-Seller Dyads; Theories of Selling – AIDAS; Right Set of Circumstances Theory; Buying Formula; Behavioural Equation Theory; Personal Selling – Steps; Changing Face of Personal Selling; Diversity of Personal Selling Situation and Formulating Personal Selling Strategy. **[8]**

Sales Force Management: Recruitment and selection of Sales Force, Training the Sales Force, Sales Force Motivation, Sales Meetings and Contests, Compensating Sales Personnel, Evaluation and Supervising Sales Personnel, Sales Force Automation; Controlling the selling effort-Sales volume and Cost analysis, **[6]**

Distribution: Concept and growing strategic role of distribution in corporate performance, Distribution channel structure and network, distribution channel institutions (wholesaling and retailing, modern retailing formats), Role and Function of marketing intermediaries; marketing channel relationship, Channel dynamics, Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – vertical marketing systems; horizontal marketing systems; Omni channel marketing systems, Channel performance evaluation tools, cybermediary, infomediary, disintermediation, reintermediation, and intermediary empowerment, e-tailing, Channel Conflict and their Management, **[8]**

Strategic element in distribution management: total cost approach to logistics, customer services, finished goods inventory management, transportation and fleet management, warehousing and order management, IT and logistics management. Distribution: Design of Distribution Channel, Management of Channels (Co-operation, Conflict and Competition, Wholesaling, Retailing. Channel Evaluation-Channel Profitability Analysis-ROI. **[7]**

Text Books:

1. Still, R.R., Cundiff, E.W., Govoni, A.P.N. and Puri, S. (2017), "Sales and Distribution Management", 6th Edition, New Delhi: Pearson Education.
2. Havaldar, K. and Cavale, V. (2006), "Sales and Distribution Management: Text and Cases", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books:

1. Churchill, F. and Walker, J.T. (2000), "*Sales Force Management*", New Delhi: McGraw Hill Education.
2. Stern, W.L., Adel, I.E. and Coughlan, T.A. (2001), "*Marketing Channels*", New Delhi: Prentice Hall of India.
3. Panda, T.K and Sahadev, S. (2016), "Sales and Distribution Management", 2nd Edition, New Delhi: Oxford University Press

International Marketing

MM.20.643 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course aims to develop students' understanding of the importance of international marketing as well as how to build, measure, and manage product and services for international markets. This courser intends to orient students to the role of international marketing in the past, present, and future. It explains how international marketing has gradually evolved, defines international marketing, and highlights the many international constraints that exist on domestic economic policy and policymakers.

Course Contents

Introduction: Nature, importance and scope of international marketing, International market orientation and involvement, International marketing management process, Scanning and monitoring global marketing environment, International marketing information system **[4]**

International Market: Segmentation and Positioning, Screening and selection of markets, International market entry strategies, Exporting licensing contract manufacturing, Joint venture, Setting-up of wholly owned subsidiaries aboard **[6]**

International Product Planning: Major Product decisions, Product features and quality, Product design, labelling; packaging; branding and product support services; product standardization vs. adaptation, Managing product line, International trade, product life cycle, New product development **[8]**

Pricing for International Markets: Pricing strategies, Factors affecting international price determination; environment factors affecting international prices, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing, International dumping, Financing marketing transactions **[6]**

International Distribution Decisions: The structure of international distribution systems, Distribution channel strategy – international distribution channels their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management ; international distribution logistics, Inventory management transportation; warehousing and insurance, International direct marketing, Leveraging international distribution for competitive advantage **[8]**

International Promotion Strategies: International promotion mix; push and pull strategies, Communications across countries-complexities and issues, International promotion tools and planning – Advertising; personal selling; publicity and sales promotion; challenges of international advertising; global media strategy, Developing international promotion campaign; Standardization vs. adaptation issue, Planning for direct mail, sales literature, trade fairs and exhibitions. **[7]**

Text Books

1. Czinkota, M.R. and Ronkainen, I.A. (2015) *International Marketing*. 10th Ed. Delhi: South- Western, Cengage Learning India Pvt. Ltd.
2. Cateora, P.R., Graham, J.L. and Salwan, P. (2008) *International Marketing*. 13th Edition. Delhi: McGraw Hill Education.

Reference Book

1. Albaum, G. Strandskov, J. and Duerr, E. (2006) *International Marketing and Export Management*. Seventh Edition. New Delhi: Pearson Education.

Macroeconomic Theory and Policy

BE.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To sensitize students, need for understanding of macroeconomic theories and policies.
- To equip students, understand open economy macroeconomics, foreign trade, competitiveness and productivity and strategic trade theories and policies; and
- To help students analyze complex economic environment, macroeconomic policies and its implications for business strategy in emerging environment.

Course Contents

Introduction: Introduction: Nature and Scope of Macroeconomics, Determination of National Income with government, Circular Flow of Income in two, three, and four-sector model. The Classical Full-Employment Model, Keynes's Theory of Employment: An Outline; Keynes's Simple Two-Sector Model, Concepts of Inflationary and Deflationary Gaps. **[9]**

Economy in the short run: Determination of aggregate demand, shifts in aggregate demand, aggregate supply in the short and long run, and aggregate demand aggregate supply analysis (AD-AS Model), Theory of Multiplier, IS–LM framework, fiscal and monetary policy. **[6]**

Money and Labour Market: Inflation: Causes of rising and falling inflation, inflation and interest rates, social costs of inflation. Unemployment – natural rate of unemployment, types and reasons of unemployment. Phillips curve, the trade-off between inflation and unemployment. Demand for Money – Keynes's Liquidity Preference Theory of Interest. Supply of money and its determinants. **[7]**

Business Cycles and Open economy: Business Cycles: Meaning, Characteristics, Kaldor and Goodwin's Models of Business Cycles Open economy – flows of goods and capital, saving and investment in a small and a large open economy. Exchange rates, Theories of Exchange Rates, Mundell – Fleming model. **[7]**

Public Finance and Theories of Economic Growth: Public Finance: Public Expenditure, Financing of Government Expenditure, Taxation Government Borrowing or Debt-Financing of Budget Deficit Economic Growth: Economic Growth and its Determinants, Harrod-Domar Model of Growth Analysis **[10]**

Text Books

1. Ahuja, H.L.(2010), Macro Economics: Theory and Policy. S Chand.
2. Moorthy, Vivek (2016) Applied Macroeconomics: Employment, Growth and Inflation, IK International Publishing House Pvt. Ltd

References Books

1. Mankiw, N. Gregory. Principles of Macroeconomics. Cengage Learning
2. Robert J Gordon, Macroeconomics, Pearson Education
3. Branson, William H. Macroeconomic Theory and Policy. HarperCollins India Pvt. Ltd
4. Rudiger Dornbusch and Stanley Fischer, Macroeconomics. McGraw-Hill Education.

Demand and Business Forecasting

BE.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Identify the factors that affect demand and business
- Expose to the data types and identification problem
- Equip with qualitative and quantitative forecasting techniques (with focus on Non-econometric techniques)
- Illustrate the forecasting techniques with the help of computer software's
- Enable the interpretation of results

Course Contents

Overview of demand & business analysis:- significance of demand analysis and business forecasting, determinants of demand, elasticity of demand, relationship between revenue and elasticity **[5]**

Estimation of demand & business:- marketing research techniques; variable identification, time series & cross sectional data collection; specification of the model, estimation of parameters, interpretation of regression statistics **[7]**

Forecasting demand and business:- introduction to forecasting models; selecting a forecasting technique; purpose of forecast, type of users, patterns in the data series, minimum data requirement, desired accuracy, cost of forecasting, qualitative forecasting techniques: survey & opinion polling techniques **[8]**

Quantitative forecasting techniques: time series analysis; trend analysis, dummy variables and interaction terms (cyclical and seasonal effect), time series data stability **[9]**

Errors in Model: Heteroscedastity, auto-correlation,multicollinearity and variable selection, solution of model miss-specification and diagnostic checking, fine- tuning your model: predictive powers vs. Model fit, ARMA,ARIMA, and panel regression model **[10]**

*Use of Software Packages for Forecasting Excel Spreadsheet, SPSS, etc.

Text Book

1. Kolassa, S.; Siemsen, E. (2016), Demand Forecasting for Managers, Business Expert Press

References Books

1. Chase, Charles W. (2013), Demand–Driven Forecasting: A Structured Approach to Forecasting (Wiley and SAS Business Series) 2nd edition, John Wiley & Sons.
2. Gujarati,Damodar; Porter,Dawn; Gunasekar,Sangeetha(2017), Basic Econometrics 5th Edition, Pub. Mcgraw.
3. Ord, K.; Fildes, R. (2012), Principles of Business Forecasting 1st Edition, Cengage Learning

Money, Banking and Finance

BE.20.623 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

The students should be able to:

- Comprehend the need, definition, functions and economic significance of financial institutions and markets
- Understand the interdependence between financial markets and interest rates
- Identify the role played by the Central Bank and instruments of credit control
- Grasp the conduct of monetary policy and its effect on interest rate, credit availability, prices and inflation rate

Course Contents

An Overview of the Financial System: Saving and Investment, Money, Inflation and Interest, Banking and Non-Banking Financial Intermediaries. **[9]**

Financial Markets and Instruments: Money market and Capital Markets, Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives, etc. Characteristics of Financial Instruments: Liquidity, Maturity, Safety and Yield, Understanding Interest Rates **[10]**

Banking institutions and Regulation: Economics of Banking Institutions, Reforms in the banking sector, The RBI as a Central Bank: Structure, Functions and Working, The Current Regulatory Structure **[10]**

Essentials of Monetary Theory: The Classical and Keynesian Theories of Money, Prices and Output, Rational Expectations and Modern Theories of Money and Income, Objectives and Targets of Monetary Policy **[10]**

Text Book

1. Suresh, Padmalatha and Paul, Justin: Management of Banking & Financial Services, Pearson, New Delhi.

References Books

1. Indian Institute of Banking & Finance: Treasury, Investment and Risk Management, Taxmann Publications, New Delhi
2. Rose, Peter& Hudgins, Sylvia : Bank Management & Financial Services; McGrawHill Education, New Delhi

Social Entrepreneurship

SM.20.603 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To learn social entrepreneurship as a method for social value creation.
- To understand and appreciate the role of (and need for) social entrepreneurship in building a sustainable society.
- To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector.
- To help them develop sustainable "business" model for building a social enterprise that can make a difference

Course Contents

Foundations of Social Innovation and Enterprise: Meaning and concept; Role of business in society; Business as a powerful medium for enhancing inclusive growth and social good; Meaning of social entrepreneurship; Difference from a pure commercial entrepreneurship; The various types of social enterprises; State of the industry in India; High profile social entrepreneur. **[6]**

Social Mission and Opportunity Identification: Theory of Change; Identify social mission; Global MDGs (Millennium Development Goals); Problems – Unemployment, drug abuse, violence, Xenophobia, immigration; Social–physical problems related to disabilities; Understand a social problem; Creating an organization around social mission; Role of institutions and eco-system in entrepreneurial risk taking; Entrepreneurial Leadership and Motivation. **[6]**

Social Business Models: Types of business models; Importance of business model in business incubation and entrepreneurship; How to build social business model; Incorporation of theory of change; Business Model Canvas. **[5]**

Scaling of Social Enterprise: Think Big; Replication; Process Development; Hiring; Stakeholder engagement; Managing social mission; Replicating theory of change. **[5]**

Financing Social Enterprise: Funding Raising; Crowd funding; Venture Capital in social sector; Social Impact Bonds; Social Banks. **[6]**

Marketing of Social Enterprise: Marketing Mix in the social sector; Branding in the social sector; Leveraging social media in the social sector; Reputation management; Consumer demand. **[6]**

Business Plan creation: Developing a viable and sustainable business plan for launching a social business enterprises; Base of the pyramid; Jugaad Innovations; Microfinance. **[5]**

Text Book

1. David Bornstein and Susan Davis (2019), Social Entrepreneurship -What Everyone Needs to Know, OUP India.

Reference Book

1. Madhukar Shukla (2020), Social Entrepreneurship in India, Sage Publication, India.

DEVELOPMENT COMMUNICATIONS

SM.20.613 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

Course Contents

Development Communication-concept and genesis: Concept of development, characteristics of developing countries, Measuring development- Indices of measuring development and classification of countries based on development indices, Models of Development- Dominant Paradigm, Basic Needs Model, New Paradigm of development, Development Communication- concept and genesis, characteristics, differences between communication and Development Communication, Philosophy and Approaches to Development Communication. **[13]**

Paradigms of Development: Press theories: Normative: Authoritarian, Libertarian, Social Responsibility, Democratic Participant theory; Sociological: Uses and Gratification, Agenda setting; Two-Step Flow; Psychological; Bullet Theory, Success stories in Development Communication, Innovations and trends in Development Communication. **[13]**

Media and Development Communication: Traditional Media: types, characteristics, Role in development communication, Development reporting- roles and responsibilities of a development reporter, ethics in reporting, specialized skills required and issues in development reporting, News reporting: definition of news, ingredients and qualities of news, news value, types of news reports, structure of news reports, Radio news, features and commentaries, Radio and development communication, Television and cinema: role in development communication, ICTs: scope in development communication. **[13]**

Text Book

1. Servaesh, Jain (2008), Communication for Development and Social Change, New Delhi, Sage Publication

Reference Book

1. Narula, Uma (1994) Development Communication, New Delhi, Hariand Publication
2. Mefalopulos, P.(2008) Development Communication Sourcebook- Broadening the boundaries of communication, The World Bank.

Business Strategies for Sustainability

SM.20.623 **3-1-0-4 (Contact Hrs: 39)**

Course Objectives:

- Understand the Environmental, Social, and Economic drivers and risks impacting on companies – along with the major business opportunities for integrating sustainability issues within the core Business Strategy.
- Expand understanding of the complex decisions faced by managers in business, government, and non-profit organizations, developing ability to see relationships among multiple, often conflicting, issues.

Course Contents

Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business **[5]**

Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management, Strategy Analysis: Introduction, Strategy Analysis and its Importance **[7]**

Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome **[8]**

Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations, Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture **[9]**

Sustainability Matters: State of the World, Sustainability Pillars (Environmental Social, Economic, Governance) Redefining Capitalism, integrating sustainability in to business, Systems Thinking for sustainability, value chain perspective, beyond corporate social responsibility, sustainability strategy and planning, stakeholder engagement, sustainability management approaches: eco-business and environment management, environmental life cycle assessment, life cycle costing **[10]**

Text Book

1. Kazmi Azhar, (2008) Strategic Management and Business Policy &Peter, McGraw Hill.

Reference Books

1. Kourdi, Jeremy, (2015), Business Strategy: A guide to effective decision-making (Economist Books).
2. Saloner, Garth (2005), Strategic Management, John Wiley & Sons.

Entrepreneurship Theory and Practice

EF.20.603 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

This course aims at instituting entrepreneurial skills in the students by giving an overview of entrepreneurs and the competences that are needed to become an entrepreneur.

Course Contents

Introduction: Concept and Definitions, Entrepreneurship Mindset, Entrepreneurship process, Factors impacting emergence of entrepreneurship, Theories of entrepreneurship, Role of Socioeconomic environment. **[10]**

Managerial Vs Entrepreneurial Decision Making: Entrepreneurial attributes and characteristics, Traits/Qualities of Entrepreneurs, Entrepreneurs versus inventors, Entrepreneurial Culture, Entrepreneur as a leader. **[8]**

Classification and Types of Entrepreneurs: Women Entrepreneurs, Social Entrepreneurship, Corporate Entrepreneurs, Characteristics of entrepreneur, Leadership, Risk taking, Decision-making and business planning, Role of Entrepreneur, Role of an entrepreneur in economic growth as an innovator, Generation of employment opportunities, Complimenting and supplementing economic growth, Bringing about social stability and balanced regional development of industries. **[9]**

Creating Entrepreneurial Venture: Generating Business idea - Sources of Innovation, Generating ideas, Creativity and Entrepreneurship, Challenges in managing innovation, Entrepreneurial strategy, Business planning process, Drawing business plan, Business plan failures, Promotion of a Venture, External environmental analysis - economic, social and technological, Competitive factors, Legal requirements for establishment of new unit and raising of funds, venture capital sources and documentation required. **[12]**

Text Book

1. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill

Reference Books

1. R.D. Hishrich., Peters, M., Entrepreneurship: Irwin
2. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall
3. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage
4. Shankar, R., Entrepreneurship Theory and Practice, Tata McGraw Hill

Entrepreneurship and New Ventures

EF.20.613 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

The course focuses on building and evaluating new venture opportunities both as an entrepreneur and a manager inside a big company. The course treats Entrepreneurship as a form of Strategy. It would focus on identifying opportunities, developing opportunities, getting funding, and scaling up opportunities, both as a start-up and established company.

Course Contents

Innovation: Types of innovation, Barriers to innovation, Innovation process, Establishing criterion for assessment of creativity and innovation. Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Model – New market disruption – Commoditation. **[8]**

Creativity: Methods and tools for directed creativity – basic principles – tools that prepare the mind for creative thought – stimulation – development and actions- processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and motivation, the bridge between man creativity and the rewards of innovativeness – applying directed creativity. **[8]**

Creativity in Problem Solving: Generating and acquiring new ideas, Product design, Service design – case studies and hands on exercises, Stimulation tools and approaches, Six thinking hats, lateral and design thinking – Individual activity, group activity, contextual influences, Development and Evaluation of Business Idea. **[8]**

Business Model Generation: Developing Lean Business Model for the Business Idea (Hands on), Developing Prototype and Evaluating assumptions in Business Model using prototype cheaply (hands on), Presentation of Business Model. **[8]**

Raising Finance: A Non-Disclosure Agreement (NDA), Term Sheets, Exit Strategies, Scaling up the venture, Developing Business Plan, business fair. **[7]**

Text Book

1. Andriopoulos, C. and Dawson, P., Managing Change, Creativity and Innovation, Sage

Reference Books

1. Bilton, C. and Cummins, S., Creative Strategy, Wiley
2. Hurt, F., Rousing Creativity: Think New Now, Crisp Publications Inc.

Dynamics of Family Business Governance

EF.20.623 **3-1-0-4 (Contact Hrs: 39)**

Course Objective

Students will develop an understanding of the dynamics of joining a family firm and this newfound knowledge will help in securing value and opportunities within Family Business.

Course Contents

Understanding Family Business: Define family business, Strengths and weaknesses, Survival, Success and growth of family business, Business and ownership governance, Succession and continuity, Economic impact, Family business culture and values, Dilemmas and challenges for family businesses - Resistance to change, Emotional issues, Leadership - Competitive edge and outperformance. **[9]**

Theoretical Prospective of Family Business: The agency theory perspective, The stewardship perspective, Family business dynamics - People, system and growing complexity, Family culture, organizational culture, Conflict and culture change, Family business people – Founders, Women in family businesses, Multifamily ownership, Non-family employees, Family business life cycles - A story of growing complexity, Life-cycle stages, A customer-active paradigm, Ownership transitions, The family's relationship with business - Developing a strategic vision and building teamwork, Articulating values and shared vision, Designing family governance. **[10]**

The next generation: Human resource management and leadership perspective - To join or not to join? The importance of outside experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion, Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation. **[10]**

Making the most of outside resources: The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery; Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Nonexecutive directors – Selecting the right candidate, Board practices; Professional advisers and consultants - advisers keeping pace with your needs; Consultants, Family business consultants, Relationships underpinning an advisory role, Outsider advisors - The family business consultant. **[10]**

Text Book

1. Leach, P.: Family Business: The Essentials, Profile Books Ltd.

Reference Books

1. Poza, E.J., Family Business, Thomson
2. Bolton, B., Entrepreneurs: Talent, Temperament, Technique, Butterworth-Heinemann
3. Nanadan, R., Unleashing your Entrepreneurial Potential, Sage
4. Drucker, P.F., Innovation and Entrepreneurship, Affiliated East West Press.

SECOND YEAR SPRING SEMESTER - IV

Business Ethics and Corporate Governance

MB.20.604 **2-1-0-3 (Contact hrs: 26)**

Course Objective:
The ultimate aim of the course is to leave students better equipped to identify corporate initiatives in business ethics and corporate governance and to think critically about the long term impact of those initiatives on the environment, on society and the bottom line of the organization.

Course Contents

Introduction to Ethics and its Applications in Business: Concepts, Role and scope of ethics in business, Theories of ethics, Morality and moral standards, Moral reasoning for ethics. **[4]**

Ethics in Functional Areas of Business Management: Ethics and Business - codes, dilemmas and dialectics, Ethical issues in - Marketing and advertisement, Finance and accounting, Human resource management, Production and operations management, Ethical decision making. **[6]**

Corporate Governance: Principles, Issues and trend, Evolution of Corporate Governance, Structure and process, Emerging trend. **[4]**

Legal Framework and Agents in Corporate Governance: Regulatory aspects of corporate governance, Shareholders of the company, Role of Board of Directors, Role of Auditors, Whistle blowing mechanism, Role of government, Role of media. **[7]**

Sustainability: Meaning, scope and terminologies, Triple bottom line, Corporate sustainability reporting frameworks – National voluntary guidelines, Carbon trading and Kyoto Protocol to reduce collective emissions of greenhouse gases. **[5]**

Texts Books

1. Ghosh, B.N. (2015), "*Business Ethics and Corporate Governance*" First Edition, McGraw Hill, India.
2. Mandal, S.K. (2013), "Ethics in Business and Corporate Governance", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Albuquerque, D. (2017), "Business Ethics – Principles and Practices", First Edition, OUP, India.
2. Chakraborty, S.K. (2002), "The Management and Ethics Omnibus", Second Edition, OUP, India.

Dissertation Project

MB.20.614 **0-0-0-3**

Course Objective:
To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity. To provide means to immerse students in actual supervised professional experiences. Participants will gain in-depth understanding and insights in specific management areas of mutual interests with the help of faculty.

- **Dissertation** shall be of 3 credits and it shall spread over to two semesters i.e. III and IV.

Course Contents
The student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies and one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.
The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.
The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide.

Financial Derivatives and Risk Management

FM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course objective is to develop an understanding of the underlying concepts, strategies and issued involved in risk management. This course will provide the skills to identify and measure risks, quantify risks and create risk response strategies to deliver decisions that meet stakeholder expectations. The course will also acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Contents

Introduction to Derivatives & Risk Management: Forwards, futures, options, bonds, swaps and other derivative instruments. Investors and risk management, profitable side of risk management; Risk management process – Risk models. **[6]**

Derivatives: Forwards and Futures- Theory of futures trading, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate. Hedging strategies using futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures. **[7]**

Derivatives: Option- Basic Option Pricing: European options, American options, forward-spot parity, put call parity, the binomial option-pricing model, Construction of option strategies in various market situations and their pay off. **[7]**

Advance option strategies: - Lognormal distribution, modeling option prices. Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, Extensions of Black and Scholes formula and Greek symbols. **[7]**

Hybrid Derivatives: - Swaps Transactions: Interest rate swaps, currency swaps, Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps. **[6]**

Enterprise Risk Management: - Firm wide approach to risk management – measuring risks for corporations, the maturity model, Value at risk – Var models. **[6]**

Text Books

1. Das, S. and Sundaram, R. (2013), "*Derivatives Principles and Practice*", 1 Edition, New Delhi: McGraw Hill Education.
2. Hull, J.C. and Basu, S. (2017), "*Options, Futures, and Other Derivatives*", 9 Edition, New Delhi: Prentice Hall of India.

Reference Books

1. Bhalla, V.K. (2001), "*Financial Derivatives: Risk Management*", 1 Edition, New Delhi: S. Chand and Company Private Ltd.
2. Chance, D.M. and Brooks, R. (2014), "*Derivatives and Risk Management*", 10 Edition, USA: Cengage Learning.
3. Somanathan, T.V. and Nageswaran, A.V. (2015), "*The Economics of Derivatives*", New Delhi: Cambridge University Press.
4. Stiltz, R.M. (2003), "*Risk Management and Derivatives*", New Delhi: Thomson, South Western.

International Financial Management

FM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques of International financial and monetary management.
- In the course, students will gain a practical understanding of factors contributing to foreign exchange rate risk & other International factors that creates risk environment.
- Provide an in-depth understanding of the process and techniques used to make international investment decisions.

Course Contents

International Financial & Monetary system: Global Financial Environment, International Financial Management-nature and scope, international monetary system, Bretton woods conference, Payment terms in international trade. International flow of goods, services and capital. **[8]**

Financing techniques in international trade, computation of foreign exchange rates, exchange rates quotation, factors affecting exchange rates- spot rates, forward exchange contracts, foreign exchange & currency future. GDRs, ADRs **[10]**

Foreign Exchange Risk Management: Exposure and risk, Transaction exposure, Translation exposure and economic exposure, Management of exposures, internal techniques, netting, marketing, leading and lagging, pricing policy. Forex market risk management- forex derivatives, swaps, futures, options and forward contracts. **[10]**

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Foreign Direct investment – Foreign portfolio investment- International Bond & Equity market, International Cost of Capital. **[11]**

Text Books:

1. Apte P.G., International Financial Management, TMH Publishing House, New Delhi.
2. Avadhani V.A, International Finance, Theory and Practices, Himalaya Publishing House, Mumbai.

Reference Books

1. Sharan Vyuptakesh, International Finance, PHI Pvt Ltd. New Delhi
2. O'Brien Thomas J. International Finance, Oxford University press, New Delhi.
3. Click & Coval, The Theory and Practice of International Financial Management, PHI Pvt. Ltd, New Delhi
4. Jain, Peyrard, Yadav, International financial Management, McMillan Publishers

Financial Modeling

FM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
Modeling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives valuation, project evaluation, deal structuring, portfolio management and the like. In this course, students will learn the financial model building skills with the help of excel and VBA.

Course Contents

Understanding Advanced Features of Excel: - Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox **[4]**

Understanding Finance Functions in Excel: - Creating Dynamic Models, Sensitivity Analysis using Excel, Scenario Manager, Other Sensitivity Analysis Features. **[5]**

Simulation using Excel: - Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular distribution, Building Models in Finance using Simulation. **[7]**

Accounting in Excel: - Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analyzing Financial Statements by using Spreadsheet Model. **[7]**

Valuation in Excel: - Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation, Financial Model building **[5]**

Understanding Subroutines and Functions and building simple financial models using subroutines and functions:-Recording and Editing Macros, Subroutines and Functions, Decision Rules, Message Box and Input Box, Debugging. **[6]**

Designing Advanced Financial Models using VBA:- User Forms, Other Advanced Features and Actual Model Building. **[5]**

Text Books

1. Sengupta, C. (2013), "*Financial Analysis and Modeling Using Excel and VBA*", 2 Edition, New Delhi: John Wiley and Sons India.
2. Tjia, J. (2004), "*Building Financial Models*", New Delhi: McGraw Hill Education.

Reference Books

1. Benninga, S. (2014), "*Financial Modeling*", 4th Edition, New Delhi: MIT Press.
2. Day, A. (2012), "Mastering Financial Modeling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance (The Mastering Series)", 3rd Edition, New Delhi: Prentice Hall of India.

Corporate Restructuring

FM.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.

Course Contents

Overview of Corporate Restructuring: Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring, Financial Strategy and Planning. **[5]**

Dimensions of Mergers and Acquisitions: Mergers & acquisitions concept, types and process, Accounting for Mergers& Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics. **[9]**

Valuation Aspects of Corporate Restructuring: Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return **[9]**

Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation. **[8]**

Dimensions of Corporate Restructuring: Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts . **[8]**

Text Books:

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition

Reference Books:

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
3. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
4. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
6. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition

Diversity and Inclusion

HR.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To provide comprehensive insights into diversity at the workplace, this has recently become one of the biggest competitive advantages that organizations have.
- To highlight the trends and practices, which are emerging for diversity at the workplaces, in India, Asia and globally.
- To prepare future managers to be aware of diverse segments of talent that they will work with, their own internal biases, mindfulness about inclusion and lead, and how to leverage their combined strength, for sustainable business growth.

Course Contents

Introduction to Diversity and Inclusion: Meaning, Objectives, Focus areas, Paradigms for engaging a diverse workforce, Challenges of managing diversity, Diversity legislation in a global perspective. **[5]**

Dimensions of Diversity in the Workplace: Gender, Age, Caste, Language, Gender, Religion, Four generations in the workplace, Generational differences, Discrimination and equality in Employment, Consequences of not managing diversity, Recognizing Unconscious Bias. **[6]**

Interpersonal Relationships in a Global Work Context: Cultural styles and relational mental models, Diversity in interpersonal relationships, Interpersonal relationships and cross-cultural communication, Theoretical perspectives on interpersonal cross-cultural communication. **[9]**

Managing Diversity at the Workplace (Inclusion): Theories of diversity management, Steps in managing diversity effectively, Managing gender diversity at the workplace, Managing generational diversity at the workplace, Managing cross-cultural diversity, Preparing managers for leading diverse teams, Leadership's role and buy-in related to diversity and inclusion, Diversity training, Communication strategy for a diverse workplace. **[9]**

Inclusive Workplace: Inclusion through diversity within the work organization, Inclusion through corporate-community collaborations, Inclusion through state/national collaborations, Diversity and inclusion audits. **[5]**

Diversity and Inclusion Trends and Best Practices - India, Asia, Global, Reverse discrimination, Inclusion of differently-abled employees at the workplace **[5]**

Text Book

1. Michalle E. Mor Barak, Managing Diversity: Toward a Globally Inclusive Workplace, 4th Edition (2016), Sage Publishing.

Reference Book

1. Gary N. Powel, Managing Diverse Workforce Learning Activities, 3rd Edition (2010), Sage Publications.

Human Resource Development Systems

HR.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The aim of this course is to facilitate the learning concepts and practices related to HRD. This course will elaborate on the purposes and advantages of needs assessments. Identify the attributes (all the way through to evaluation) of different kinds of HRD programs as studied in the text- orientation, skills and technical training, coaching and performance management, employee counseling and wellness services, career management and development, and describe organization development and change in relation to models of change, OD theories.

Course Contents

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. **[6]**

Training and Development: Need Assessment Process, Systematic approach to need assessment, Designing, Transfer of learning, Evaluating training program, Special issues in training and development, Management Development and Organizational Goals, Trends in management education. **[8]**

Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. **[7]**

Career Management and Development: Definition, Models, Issues affecting career management. Organization Development-: Definition, Theories and concepts in OD, Roles & Strategies, Change Management. **[8]**

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. **[5]**

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. **[5]**

Text Books

1. Haldar, U.K. (2009), "*Human Resource Development*", 1 Edition, New Delhi: Oxford University Press.
2. Lynton, R.P. and Pareek, U. (2011), "*Training for Development*", 3 Edition, New Delhi: Sage Publications.

Reference Books

1. Agochiya, D. (2009) "*Every Trainer's Handbook*", 2 Edition, New Delhi: Sage Publication.
2. Blanchard, P.N., Thacker, J.W. and Ram, V.A. (2010), "*Effective Training: Systems, Strategies and Practices*", New Delhi: Pearson Education.
3. Noe, R. (2010), "*Employee Training and Development*", 5 Edition, New Delhi: McGraw Hill Education.

Performance Management

HR.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Contents

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes. **[4]**

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application **[4]**

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal. **[5]**

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support. **[5]**

Methods of Performance Appraisal: Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal. **[5]**

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team. **[4]**

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system. **[5]**

Reward Systems and Legal Issues: Significance of reward in PM, Components of reward system, Linkage of PM to compensation systems, Legal issues associated with PM. **[4]**

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM. **[3]**

Text Books

1. Aguinis, H. (2013), "*Performance Management*", 3rd Edition, New Delhi: Pearson Education.
2. Bhattacharyya, D.K. (2011), "Performance Management Systems and Strategies", 1 Edition, New Delhi: Pearson Education.

Reference Books

1. Bagchi, S.N. (2013), "*Performance Management*", 2nd Edition, New Delhi: Cengage Learning.
2. Kohli, A.S. and Deb, T. (2008), "*Performance Management*", 1st Edition, New Delhi: Oxford University Press.

Compensation Management

HR.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

The course aims to equip students to effectively design compensation structure for overall organizational effectiveness as the new generation of HR professional need to master all these areas to render meaningful support to organizations, reducing their dependency on outside consultants.

Course Contents

Introduction to Compensation Management: Concept of compensation, Objectives of Compensation System, Intrinsic and Extrinsic Compensation, Strategic Compensation, Strategic Vs. Tactical Compensation Decision. **[4]**

Bases for Pay: Traditional bases for pay – Human Capital theory, Seniority and longevity pay, Merit pay, Linking performance appraisal with merit pay; Person-Focused Pay – Competency-Based, Pay-for-Knowledge, and Skill-Based pay. **[4]**

Components of Compensation I: Core compensation: Base pay, Cost- of – living adjustment (DA), Bonus. **[3]**

Components of Compensation II: Fringe compensation: Benefit policies, Statutory benefits – Gratuity, Provident fund, Employees' State Insurance, Employees' Compensation Act, Pension schemes; Discretionary benefits - Personal security, Financial assistance and Personal needs, Flexible benefits- Company cars, Holidays, Pensions, Insurance etc. **[5]**

Contextual Influences on Compensation Practice: Prevailing wage laws, Labor unions as contextual influences, Inter industry, Wage differentials/ Compensation differentials. **[4]**

Job Evaluation: Concept of job evaluation, Various kinds of job evaluation plans. **[4]**

Surveying Market pay and Compensation Practices: Need and purpose of the survey, Designing a Survey, Types of Survey - Custom developed surveys and published compensation data surveys. **[4]**

Designing Compensation Structure: Compensation designing process - Define a pay grade and develop a pay structure, Base pay and other compensation components for a team, Pay structure variations- broad banding and two- tier base plan. **[4]**

International Compensation: International compensation programs, Expatriates Components of international programs, Main components - Setting expatriates base pay and Incentive compensation. **[4]**

New Approaches: Variable performance linked pay (VPLP), Employee stock option plan, EVA, Cafeteria style of compensation. **[3]**

Text Books:

1. Martocchio Joseph J. (2014), *"Strategic Compensation- A Human Resource Management Approach"*, 7th Edition, New Delhi, Pearson Education.
2. Bhattacharyya D.K. (2015), *"Compensation Management"*, 2nd Edition, New Delhi, Oxford University Press.

Reference Books:

1. Milkovich George T, Newman Jerry M. and Venkat Ratnam CS (2017), *"Compensation"*, 12th Edition, New Delhi, Tata McGraw Hill.
2. Richard I. Henderson, *Compensation Management in a Knowledge - based World*, 10th Edition, New Delhi, Pearson Education.

Integrated Marketing Communication

MM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The objective of the course is to help students look at marketing communications with a holistic approach and to understand the principles and practices of marketing communications
- Apply the key terms, definitions, and concepts used in integrated marketing communications.
- Conduct and evaluate marketing research and apply these findings to develop competitive and positioning strategies and to select the target audience(s) for the IMC campaign plan.
- Examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.
- Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
- Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
- Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

Course Contents

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, and Challenges in IMC, **[6]**

Consumer Behaviour and IMC: Role of marketing communications in Consumer Decision Making, Combination of behavioural and communication objectives for each stage of the consumer decision making process. **[6]**

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, advertising appropriation, advertising campaigns Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organization, Remuneration, client agency relationship, account Planning; Management of Advertising Agencies, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising. **[7]**

Message Design: The Creative concept development; the creative processes of the different forms of IMC; Communication Models with reference to Advertising AIDA, Hierarchy of effects, Innovation, Adoption. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting, Role of Creativity in Copywriting. Testing of Advertising Effectiveness, **[7]**

Media Management: Media Types and their characteristics; Setting Media objectives; Media planning; Media Strategy; Media buying; and media research. **[6]**
Emerging Concepts and Issues in Marketing Communications, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication.

Corporate Communication and Public Relations: Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management. **[7]**

Text Books

1. Clow, K.E. and Baack, D.E. (2016), "*Integrated Advertising, Promotion, and Marketing Communications*", 7th Edition, New Delhi: Pearson Education.
2. Shah, K. and D'Souza, A. (2009), "*Advertising and Promotions an IMC Perspective*", New Delhi: McGraw Hill Education.

Reference Books

1. Belch, G. and Belch, M. (2016), "*Advertising and Promotions: An Integrated Marketing Approach*", New Delhi: McGraw Hill Education.
2. Lane, R., King, K. and Russell, T. (2009), "*Kleppner's Advertising Procedure*", US: Pearson Education.
3. Percy, L. (2014), "*Strategic Integrated Marketing Communications*", 2nd Edition, New Delhi: Routledge.
4. Shimp, T.A. and Andrews, A.J.C. (2013), "*Advertising Promotion and Other Aspects of Integrated Marketing Communications*", 9th Edition, Cengage Learning.

Digital Marketing

MM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

Digital marketing course has been designed in such a way as it helps the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. Developing a successful digital marketing model is both an art and science.

Course Contents

Introduction: Now and before of digital marketing - digital marketing for the 21st century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog. **[9]**

Concepts of Digital Marketing: Search engine optimization marketing, Online advertisement, Affiliate, Social media, Analytics. Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices. **[10]**

Digital Marketing Management: Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel. Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Online press releases, Online newspaper, magazine ads, Google, Yahoo news. **[10]**

Social Media Marketing: Introduction to social media, Examples of social media, Uses of social media, How companies use social media, Impact of social media in search Benefits of social media: Case studies of social media, SEO for social media, How to get started in social media. Social media profile creation and optimization. Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience Effective Ads: Calculating ROI, Budget, How to choose your ad partner, Blogging for businesses Creative's & Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation. How Face book advertisement works: The 3 Rs – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Face book Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions You Tube: You Tube branding, You Tube Ads, Getting started guide **[10]**

Text Books

1. Chaffey, D., Ellis-Chadwick, E., Johnston, K. and Mayer, R. (2000) "*Internet Marketing: Strategy, Implementation and Practice*", UK: Pearson Education.
2. Gay, Richard; Charlesworth, Alan and Esen, Rita (2007) "*Online Marketing: A Customer-led Approach*", New Delhi: Oxford University Press.

References Books

1. Evans, D. and Bratton, S. (2008). *Social Media Marketing: An Hour a Day*, Second Edition, Wiley.
2. Evans, D. and Bratton, S. (2010). *Social Media Marketing: The Next Generation of Business Engagement*. Wiley.

Rural Marketing

MM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- The objective of this course is to develop understanding of issues in rural markets.
- To explore the Special Areas in Rural Marketing Environment and to learn nuances of rural markets to design effective strategies
- To enhance deeper understanding of rural consumer behavior and to develop the rural marketing mix.

Course Contents

Introduction to rural marketing: Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size and Rural Infrastructure; ***Rural Marketing Opportunities*:** Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers **[6]**

Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Opinion Leaders influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption **[4]**

Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research. **[6]**

Selecting and Attracting Markets: Concepts and process for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Cases in FMCG, consumer durables, Financial Services, Agricultural inputs and Cottage Industries in Rural areas. **[4]**

Product Strategy for rural markets: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes. **[5]**

Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – the affordability challenge, rural versus urban, needs integrated approach, pricing for the quality conscious segment, value conscious segment and price conscious segment , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle . **[5]**

Distribution Strategy: and Rural Retailing: The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing. The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers. **[5]**

Challenges for Rural Communication: Massage & Media for Rural Communication Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising. **[4]**

Text Book

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson 2/ed. (2012)

Reference Books

1. Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers.
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

Retail Management

MM.20.634 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Learn about the ever-changing retail landscape Become familiar with how the retail industry works and understand the areas of accountability for retail management
- Understand the general concepts of merchandising. Understand store layout by department, including flow and adjacencies
- Explain how to read and execute a planogram to maximize sales e. Understand the impact of visual merchandising
- Understand the standards of quality service, and how service impacts Understand floor recovery strategies and methods

Course Contents

Introduction to retailing: What is retailing, Social and economic significance of retailing, Structure of retailing and distribution, Opportunities in retailing, Indian vs. Global Scenario **[4]**

Types of retailer: Store & Non Store Retailing –-Franchising- Unconventional channels Retailer characteristics, Food retailers, General merchandise retailers, Service retailing, Types of ownership, Retail channels, Benefits offered by retail channels, Challenges of effective multichannel retailing **[4]**

Retail buying behavior and Retailing Strategy: The buying process, Types of buying decisions, Social factors influencing the buying process Retail market strategy, Target market and retail formats, Growth strategies, Global growth opportunities **[6]**

Financial strategy and retail locations: Financial objectives and goals, Strategic profit model, Analysis of financial strength, Setting and measuring performance, Types of locations, other locations opportunities, Location and retail strategy, Legal considerations, Evaluating specific areas for locations, Evaluating a site for locating a retail store, Trade area characteristics, Estimating potential sales for a store site, Negotiating lease. **[6]**

Human Resource Management: Objectives of Human Resource Management, Issues in retail human resource, designing the organization structure for retail firm, Store management responsibilities, recruiting and selecting employees, Motivating and managing store employees, Evaluating store employees and providing feedback, Compensating and rewarding store employees, Managing diversity, Legal issues in Human Resource **[4]**

Merchandise management: Merchandise management overview, forecasting sales, Developing an assortment plan, Setting inventory and product availability levels, Establishing a control system for managing inventory, Allocating merchandise to stores, Analyzing merchandise management performance, Developing and sourcing private label merchandise, Negotiating with vendors **[5]**

Retail pricing and communication mix: Pricing strategies, Consideration in setting retail prices, Pricing techniques for increasing sales and profits, Legal and ethical pricing issues, Communication programs to develop brand images and build customer loyalty, Methods of communicating with customers, planning the retail communication program. **[4]**

Store Management: Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery. **[4]**

Information system in retailing: Creating strategic advantage through supply chain and information system, the flow of information and products in supply chain. **[2]**

Text Books

1. Retailing management by Michael Levy Barton Weitz Ajay Pandit, M. G.Hills, 8th Edition (2012)
2. Retailing Management by Swapana Pradhan, M. G.Hills, 4th Edition (2012)

Reference Books

1. Integrated retail management by James R. Odgen Denise T. Ogden, Bizantra, 2nd Editio
2. Managing retailing by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Oxford University Press, India, 2nd Edition (2012)
3. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press

Strategic Brand Management

MM.20.644 **3-1-0-4 (Contact hrs: 39)**

Course Objective:

This course aims to develop students' understanding of the importance of brand equity as well as how to build, measure, and manage brand equity. It will cover topics in the utilities of branding, steps/process of building brands, methods of measuring brand equity, ways to leverage brand equity, strategies in managing brand portfolios, and management of brands over time, geographic boundaries, and market segments.

Course Contents

Introduction: Understanding the role of the Brand Manager, how it has evolved over time, key variables to be managed and the key deliverables. **[5]**

Brand and Brand Management: Commodities Vs Brands, The role of brands, Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, General Management success and Brand success, Understanding the impact technology has had on the marketing landscape and the way the management of a brand is progressively being shaped by a new and active participant – the consumer. **[9]**

The brand equity concept: Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image. Brand Vision, Brand Objectives. Choosing brand Elements, Brand Leveraging and Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement, **[9]**

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing and Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Rejuvenation and Re-launch. **[8]**

Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation, Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis. Define public relations, Identify the differences among advertising, publicity, press agency and PR. PR & its role in organizations. Examine the different publics of an organization **[8]**

Text Books

1. Keller, K.L., Parameswaran, M.G. and Jacob, I. (2013), "*Strategic Brand Management: Building, Measuring and Managing Brand Equity*", 3rd Edition, New Delhi: Pearson Education.
2. Kapferer, J.N. (2012), "*The New Strategic Brand Management: Advanced Insights and Strategic Thinking*", 5th Edition, New Delhi: Kogan Page.

Reference Books

1. Keller, K.L. (2008), "*Best Practice Cases in Branding: Lessons from the World's Strongest Brands*", 3rd Edition, New Delhi: Pearson Education.
2. Sengupta, S. (2005), "*Brand Positioning: Strategies for Competitive Advantage*", 2nd Edition, New Delhi: McGraw Hill Education.
3. Richard, E. and Percy, L. (2007), "Strategic Brand Management", New Delhi: Oxford University Press.

International Business Economics

BE.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective:
This course looks into the economic aspects of international business. The market outcomes of liberalizing trade environment, trade policy framework of the WTO, economics of the currency market and macroeconomic linkages of the open economy are the primary points of emphasis of the course.

Course Contents

Trade Theories: Understanding free trade arguments that govern trade agreements, Absolute Advantage and Comparative advantage, Heckscher Ohlin model of factor abundance. **[9]**

Trade Policies: Tariff and quota, Voluntary Export restraints, Role of WTO in International trade, Dumping and Antidumping Duty under the WTO, Subsidies and Countervailing duties under the WTO, Regional integration **[10]**

International Trade Procedures: Export Documentation and Procedures, International Payment Terms, INCOTERMS **[10]**

Currency and International Finance: Currency market and basic Central Bank operation, Basics of fixed and flexible exchange rate, Determination of exchange rate Currency derivatives. **[10]**

Text Book
1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.

Reference Books
1. Salvatore, Dominick: International Economics, John Wiley Publisher, London
2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.

Industrial Economics and Competitive Strategies

BE.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To help gain an understanding of - (i) The structure – conduct – performance relationship in an industry and (ii) The factors influencing these - a positive analysis.
- To acquire the knowledge/skill to evolve competitive strategies and thereby determine the conduct of a firm in the market. Essentially, to learn to anchor the strategies in the validated, time-tested economic principles underlying the strategies. More specifically, the course will reinforce the economic principles which only can provide the rationale for successful, sustainable strategies which explain the conduct of a firm.

Course Contents

Primer on economic concepts: – Definition and need for Industrial Economics; S – C – P paradigm; The welfare economics of market power **[7]**

Market structure: – its measures & determinants; Firm Boundaries – Horizontal & Vertical- Transaction costs and firm size; Concentration in markets – seller & Buyer Concentration; Product Differentiation; Conditions of entry **[13]**

Competition: – Competing via Commitment; Dynamics of Pricing Rivalry; Entry & exit strategies **[7]**

Strategic Positioning & dynamics: – Competitive advantage and its sustenance; Innovation as a source of competitive advantage; Agency and performance measurement **[6]**

Performance: – Market Structure and performance-Challenges in a digital Economy; PUBLIC Policy & Regulation: – Issues in Antitrust & regulatory Economics **[6]**

Text Book

1. Lipczynski, John; Goddard, John; Wilson, J.O.S. (2005), Industrial Organization: Competition, Strategy, Policy (2 edition), Prentice Hall.

Reference Books

1. J. Blanco Realzola (1998), Competitive Strategy Techniques for Analyzing Industries and Competitors, The Free Press.
2. Porter, M.E. (1998) Competitive Strategy: Techniques for Analyzing Industries and Competitors, TheFree Press.
3. Barthwal, R.R. (2010) Industrial Economics: An Introductory Textbook, The New Age Publisher.

Economics of Consumption

BE.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- Examining the latest trends to improving the consumerism
- Expose to the international markets and platforms
- Enable to understand the growing synergy across countries
- Illustrate the role of economic collaboration due to globalization
- Identify the latest market possibilities

Course Contents

Future of consumption in India: The macro context of India, Vision for consumption in India in 2030, Firm of the future in India, Key uncertainties for India 2030, Critical societal challenges and calls to action **[5]**

The Expansion of Geopolitics, Multilateralism in an Ungoverned World, Culture, Identity and the Evolution of Geopolitics, Future Scenarios and Implications for the Industry, Regional Risks for Doing Business **[9]**

Fostering Effective Energy Transition, Electric Vehicles for Smarter Cities: The Future of Energy and Mobility, Accelerating access to sustainable energy: A key priority in energy transition **[8]**

Jobs of Tomorrow Mapping Opportunity in the New Economy,Opportunity in the Emerging Labour Market, Our Shared Digital Future Building an Inclusive, Trustworthy and Sustainable Digital Society **[9]**

Unlocking Technology for the Global Goals, mobilizing the private sector for peace and Reconciliation, How Can Trade Rules Support Environmental Action? Trade must be aligned with sustainable development. **[8]**

Text Books

1. World Economic Forum Reports
2. World Trade Organization Reports

Reference Books

1. Allen, Franklin; Behrman, Jere R.; Birdsall, Nancy (2016), Towards a Better Global Economy: Policy Implications for Citizens Worldwide in the 21st Century, OUP Oxford.
2. International Energy Agency Reports.

Management of Corporate Social Responsibility

SM.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To apprise the student about the concept of CSR and career opportunities in the area.
- To build capacity of the students for creating a project on CSR funding.
- To apprise about the CSR governance and its implementation.

Course Contents

Introduction to CSR: Concept, principles, triple bottom line and sustainable CSR, Provision of CSR in companies Act 2013, CSR legislation in world, Scope of CSR, Drivers of CSR, Benefits to organization, CSR Management. **[8]**

Stakeholders: Organization, Government, Society, Regulatory environment, International framework, CSR for central public enterprises. **[7]**

Planning and Implementing CSR Activities: CSR policy, Constitution of CSR committee, CSR design, CSR budget, CSR activities, CSR through external agencies. **[8]**

Evaluating and Developing CSR Activities: Bases for evaluation of CSR activities, CSR leadership, CSR and risk management, CSR as organization brand building, GST components of CSR, Monitoring of CSR activities. **[8]**

Compliance and CSR Audit: Preparing report, Issues relating to CSR audit, Preparing and filing of annual CSR report, Developing CSR audit program, Sustainability of CSR audit, Spending CSR funds, Global reporting. **[8]**

Text book

1. Prabhakaran Palleri (2020), Corporate Social Responsibility – Concepts, Cases and Trends, Cengage India.

Reference Book

1. Chatterjee, M. (2016), "Corporate Social Responsibility", 1st Edition, New Delhi: Oxford University Press.

Management of Social Impact Institutions

SM.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand conceptual framework for understanding the role of Social Impact Organizations in a market economy and democratic society.
- To understanding of major issues and concerns that shaped the nonprofit sector/social sector and currently influence the field;
- To develop Knowledge of nonprofit/social impact management methods and practices.
- To develop understanding of laws and standards applicable to nonprofit/ social organizational management.
- To increased awareness of nonprofit/social sector values and experience in analyzing management dilemmas and proposing responses.

Course Contents

Introductions and Learning; Needs/Expectations Overview of Social and the Nonprofit Sector **[7]**

A Function Model for Social and Nonprofit Management **[7]**

Governance of Social and Nonprofit – Board Roles and Responsibilities, Program Planning for Social and Nonprofit : Proposal Writing for Nonprofits **[10]**

Budgeting and Financial Management for Nonprofits, Resource Development in Nonprofits: Human, Grant and Contract Management in Social and Nonprofits. **[8]**

Management of Marketing, Risk , program and budget cutbacks: **[7]**

Text Books

1. Renz, David O. ed. (2010) The Jossey- Bass Handbook of Nonprofit Leadership and Management, Third Edition, San Francisco, CA: Jossey- Bass Publications.
2. Drucker, Peter F. (2006) Managing the Nonprofit Organization: Principles and Practices, Reprint Business Edition, New York, NY: HarperCollins.

Reference Books

1. Block, Peter (2011) Flawless Consulting, 3rd Edition, Pfeiffer &Co, San Diego.
2. Hayes, John (2010) The Theory and Practice of Change Management, 3rd Edition, New York, NY: Palgrave MacMillan.

Social Impact Investment

SM.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objectives:

- To understand the evolution, landscape and future potential of impact investing.
- To develop financial and analytical competency to apply investment to drive social impact.
- To obtain basic skills to understand the process to innovate impact investment financial structures and create and operate impact investment funds.
- To refine negotiation skills to represent stakeholder positions in placing or securing impact investment capital.
- To learn to utilize impact investing strategies to drive social innovation and measurable social impact in public sector, nonprofit, and for-profit contexts.

Course Contents

Introduction to Impact Investment: Definitions, History, Size and characteristics of the Impact Investing marketplace, Classical finance and the case for impact investing, Distinctive business and financial characteristics of impact investments; Social impact metrics. **[7]**

Socially Responsible Investing: Negative screening, Positive screening, Fiduciary standard, Turning policy challenges into investment return – who needs help, How investments can help, Identifying impact investment opportunity, Shareholder activism - positive and negative investment. **[7]**

Correlating Financial and Social Returns: Synchronization of capital markets, Government policy and philanthropic resources to blend investment return and social benefit, Environmental finance, Greentech, Infrastructure, Scale and PE. **[6]**

Microfinance and the Base of the Pyramid: Micro-lending, Micro-insurance, Housing, Technology and cases, Valuation models and Portfolio Development. **[6]**

Inclusive Business and Impact Investment: The Role of Institutions in social finance (Innovation, Blended Finance and EDI), Role of government in social finance – Social Impact Bonds, Role of institutions in social finance. **[6]**

Impact Measurement: Global Reporting Initiative (GRI), Impact Reporting and Investment Standards (IRIS), Global Impact Investing Rating System (GIIRS), Impact Metrics, Internal rate of return, Benefit-cost ratio (BCR), Expected Return, Mission alignment Methods, Future of Impact Investing. **[7]**

Text Books

1. Keith Allman, Ximena Escobar de Nogales, Impact Investment, A Practical Guide to Investment Process and Social Impact Analysis, Wiley.
2. Alex Nicholls, Rob Paton, and Jed Emerson, Social Finance, Oxford Publications.

Reference Books

1. The Impact Investor, Lessons in Leadership and Strategy for Collaborative Capitalism, Jossey-Bass, Cathy Clark, Jed Emerson, Ben Thornley.
2. The Power of Impact Investing, Putting Markets to Work for Profit and Global Good, Wharton, Judith Rodin, Margot Brandenburg.

Management Tools for Entrepreneurs

EF.20.604 **3-1-0-4 (Contact hrs: 39)**

Course Objective

Identifying the right business opportunity is important for the success of any new entrepreneurial venture. Budding entrepreneurs should be able to identify suitable business opportunities at the right time and in the right way. This course aims to help students identify business opportunities effectively and get hands on experience in applying creativity and understanding in problem identification and solving.

Course Contents

Understanding the market: Identifying ideas and areas with business potential, Analyzing the needs and wants of the market, Identifying resource needs, Identifying where business opportunities can lie and in what form, Identifying potential customer / user benefits and benefits to society as a whole. **[7]**

Identifying the Opportunity: Convergent and divergent approach of opportunity sensing, Transforming ideas into reality, Realities of setting up new ventures, Screening opportunities, Devising the business plan, The family as a source of entrepreneurial support, Deciding the scope of the opportunity and gains from it. **[9]**

Analyzing Business Opportunities: Market Analysis, Demand-supply, Technical Analysis, Assets analysis, Financial Analysis, Sources of capital and its cost, Viable and feasible business Opportunity, Testing feasibility of business idea by applying sensitivity analysis. **[9]**

Accounting for Entrepreneurs: Accounting, Balance Sheet, Accounting Records, Cash flow statements, Financial Statement Analysis, Behavior of costs. **[7]**

Management Tools for Startups: WordPress/GoDaddy, CoFoundersLab, Doorbell, Asana/Trello, Recruiterbox/Homerun, Termsfeed, Slack/ Hipchat, Betalist. **[7]**

Text Book

1. Timmons, J.A. and Spinelli, S.: New Venture Creation – Entrepreneurship for the 21st century, McGraw Hill

Reference Books

1. Holt, D.H., Entrepreneurship – New Value Creation, Pearson
2. Roy, R., Entrepreneurship, Oxford

Project Formulation and Preparation

EF.20.614 **3-1-0-4 (Contact hrs: 39)**

Course Objective

Business plan gain interest of the fund providers like venture capitalists and other sources of funding.

Course Contents

Business Plan: What is business plan, Entrepreneurial opportunities and Business Plan, Preparing business plan (Practical Exercises on preparation of business plan), Components of Business Plan - Confidentiality Agreement, Executive summary, other components. **[8]**

Market Analysis and Planning: Undertaking Market Research, Importance, Industry Analysis, Competitor analysis, Defining the target market, Market segmentation, Market positioning, Building a marketing plan, Marketing mix, and Critical factors for devising a market strategy. **[9]**

Technical Feasibility and Analysis. Operation and Production Plan - Types of production systems, Product design and analysis, New product development, Location and layout decisions, Project layout, Plant and technology choices, Product specification and customer needs, Production planning and control, Commercializing technologies. **[10]**

Financial analysis and feasibility testing: Pro forma income statements, Cash budget, Funds flow and Cash flow statements, Balance sheet, Break Even Analysis, Ratio Analysis. **[12]**

Text Book

1. Dwivedi, A.K.: Industrial Project and Entrepreneurship Development, Vikas Publishing House.

Reference Book

1. Bangs Jr., D.H., The Business Planning Guide, Dearborn Publishing Co.
2. Katz, J.A. and Green, R.P., Entrepreneurial Small Business, McGraw Hill
3. Mullins, J. and Komisar R., Getting to Plan B, Harvard Business Press
4. O'Donnell, M., The Business Plan: Step by Step, UND Center for Innovation.

Secrets of Success: Indian Family Business

EF.20.624 **3-1-0-4 (Contact hrs: 39)**

Course Objective

To understand the unique dilemmas and paradoxes faced by family firms in order to learn secret of family business success.

Course Contents

Family Business: Specialty of running a family business, Conflict resolution, Succession planning, Choosing and training successor. **[7]**

Creating Stability: On control and voting shares, On managing millennials, Money matters, Balancing differing interests. **[6]**

Secrets: Communicate, Evolve, Set boundaries, Practice good governance, Recruit from the outside, Treat employees like family, Make it optional, Plan for the future. **[7]**

Success Story I: TATA Group, Aditya Birla Group, Godrej, Shapoorji Pallonji, Murugappa Group. **[10]**

Success Story II: Reliance Group, Arcelor Mittal, Bajaj family, Burman family, Lohia family. **[9]**

Text Books

1. Leach Peter and Dixit Tatwamasi, Indian Family Business Mantras, Rupa Publications, New Delhi.
2. Kavil Ramachandran, The 10 Commandments for Family Business, Sage publishers, India.

Reference Books

1. Walter Vieira and Dixit Mita, The 5Gs of Family Business, Sage publishers, India.
2. Hutcheson Henry, Dirty Little Secrets of Family Business, Greenleaf Book Group LLC.