## SCHEME OF STUDIES
### MBA (Full Time) Degree Programme

### 1st Year

#### SEMESTER – I

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<th>Course No.</th>
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#### PRACTICAL/DRAWING/DESIGN

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**FINAL EVALUATION IN GRADES**

(L-T-P-Cr) - Lectures-Tutorials-Practical-Credits
MSE – Mid-Semester Examination
ESE – End-Semester Examination

* One credit to be earned in Semester-II through Co-Curricular Activities outside contact hours. However, a student is to register for this course in all the two Semesters of first year.
SENDER – II  

THEORY

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PRACTICAL/DRAWING/DESIGN

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FINAL EVALUATION IN GRADES

(L-T-P-Cr) - Lectures-Tutorials-Practical-Credits

MSE – Mid-Semester Examination

ESE – End-Semester Examination

* One credit to be earned in Semester-II through Co-Curricular Activities outside contact hours. However, a student is to register for this course in all the two Semesters of first year.
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**PRACTICAL/DRAWING/DESIGN**

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**TOTAL CONTACT HOURS** 24-0-8 (32)

**TOTAL CREDITS** 28+1*

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**FINAL EVALUATION IN GRADES**

(L-T-P-Cr) - Lectures-Tutorials-Practical-Credits
MSE – Mid-Semester Examination
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### SECTOR – IV

#### THEORY

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**TOTAL CONTACT HOURS** 18-0-12 (30) **TOTAL CREDITS** 24

FINAL EVALUATION IN GRADES
(L-T-P-Cr) - Lectures-Tutorials-Practical-Credits
MSE – Mid-Semester Examination
ESE – End-Semester Examination

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**LIST OF ELECTIVE COURSES**

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<td>OCD</td>
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<td>T&amp;D</td>
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<td>SHRM</td>
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Note : The detailed course nomenclature is given in a separate table.
### Detailed Nomenclature for Electives

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**Note:** There will be a concept of dual specialization i.e. a major specialization along with minor specialization. Three specializations offered are in areas (i) Marketing (ii) Finance and (iii) Human Resource. The student will require to select one out of the three areas as a major specialization for his/her. Out of the remaining two areas the student will be further required to select his/her minor specialization. The student will choose two courses per Term in major area of specialization and one course per Term in minor area of specialization.
**OBJECTIVE**
The objective of this course is to expose the students to basic concepts of management to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

1. **INTRODUCTION**: Concept and nature of management; management process; functions; skills and roles; evolution of management thought; systems and contingency approach social responsibility of business.
2. **A PLANNING TOOL**: Planning; decision making and organizing nature and elements of planning, stages in planning; levels of planning, strategic planning; decision making process; models of decision making; decision making creativity;
3. **INCREASING PARTICIPATION IN DECISION–MAKING**: basic issues in organizing–chain of command; delegation; decentralization; span of control; basis for departmentation.
4. **MOTIVATION**: models/approaches;
5. **LEADERSHIP STYLES**: Behaviors; personal characteristics of effective leaders; leadership development;
6. **MANAGERIAL ETHICS**: Managerial ethics and corporate social responsibility.
7. **MANAGEMENT CONTROL**: Management control–concept and process; overview of control techniques; effective control system.

**REFERENCE BOOKS**
OBJECTIVE
The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

1. **BASIC MATHEMATICS**: Functions; derivatives (differential); partial differentiation; maxima; minima; optimization; equation of a straight line; slope of a curve at a point; basic trigonometry; marginal concept in differential calculus; linear equation; quadratic equation; locus concept.

2. **INTRODUCTION**: Nature and scope of managerial economics; concepts of marginal analysis and optimization; theory of firm; profit maximizing firm, sales maximizing firm, satisfying theory of firm, ownership and control.

3. **DEMAND ANALYSIS**: Theory of demand and demand function, income and substitution effect, demand elasticities, demand forecasting, indifference curve technique, consumer surplus; relationship between price elasticity and marginal revenue.

4. **THEORY OF PRODUCTION**: Law of variable proportions; laws of returns to scale; production functions; cost curves; revenue curves of a firm.

5. **MARKET STRUCTURE**: Market structure types; perfect competition, monopoly, oligopoly non-price competition; price output decision under alternative market structures; product differentiation and price discrimination; collusive behaviour of firms; cartel behaviour.

6. **PRICING**: General pricing strategies; special pricing techniques, limit pricing, peak load pricing and transfer pricing, price–output decision in multi plant and multi product firms.

7. **MACRO ECONOMICS**: Aggregates and concepts; GNP, GDP, aggregate consumption, gross domestic savings, gross domestic capital formation, WPI, CPI and inflation concept and measurement of national income, business cycles.

**REFERENCE BOOKS**
1. Hirshey, M., “Managerial Economics”, Thomson Learning, Bangalore
2. Salvatore, Dominick “Managerial Economics in Global Economy”, Thomson Learning, Hyderabad
OBJECTIVE
The objective of this course is to acquaint the students regarding various accounting concepts and its applications in managerial decision making.

1. **INTRODUCTION**: Financial Accounting – concepts; importance and scope, accounting principles; journal; ledger trial balance.
2. **DEPRECIATION**: Depreciation (straight line and diminishing balance methods); preparation of final accounts with adjustments.
3. **FINANCIAL STATEMENT**: Analysis and interpretation of financial statements- meaning importance and techniques.
4. **ANALYSIS**: Ratio analysis; fund flow analysis; cash flow analysis (AS-3)
5. **COST ACCOUNTING**: Cost accounting-meaning, importance; methods, techniques classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing
6. **MANAGEMENT ACCOUNTING**: Management accounting- meaning, need objectives, essentials of budgeting, different types of budgets;
7. **STANDARD COSTING**: Standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making;

**REFERENCE BOOKS**
Objective: The main objective of this paper is to familiarize the students with the basic concepts of management and factors underlying organizational behaviour.

1. INTRODUCTION: Meaning of Organisation Behaviour; Disciplines Contributing to Organisation Behaviour field; Role of Organisation Behaviour in today’s business organisations

2: UNDERSTANDING SELF: Perception: Nature and Importance; Perceptual selectivity; Social Perception; Personality: Meaning; Personality determinates; Personality characteristics; Personality development theories

3: MOTIVATION: Primary and secondary motives; Theories of motivation: Content and process-theories - V room's expectancy theory; Porter-Lawler model; Equity theory of work motivation; Alderfer's ERG theory; Mc Clelland's Need theory

4: LEARNING: Theories of learning: principles of learning; Reinforcement and its application in behaviour modification

Group Dynamics: Theories of groups; group norms and roles; cohesiveness the dynamics of informal groups

5: LEADERSHIP: Leaders versus Managers; Theories of leadership: Trait theory; behavioural theory; Fiedler's contingency theory; Hersey and Blanchard's; Situation theory leadership in 21st century; Leadership styles; Managerial Grid; Likert's systems of leadership; Normative model

6: MANAGEMENT OF CONFLICTS: Reasons and types of conflicts; Management of Interpersonal conflicts and organisational conflicts

7: ORGANISATIONAL CHANGE: Major forces of change; Resistance to change; Process of change; Developing support for change; Change Model.

Power: Meaning of Power; Source of power; Implications for performance and satisfaction

Suggested Readings:
1. Management and Organisation behaviour by Dr Rajinder Sharma ; Year Of Publication : 2006 ; Edition : First
2. Managing Organisational Behaviour People skills for success S K Bhatia ; Year Of Publication : 2008
3. Organisational Behaviour by S Fayyaz Ahmad and Nazir Ahmad Gilkar and Javid Ahmad Darzi; Year Of Publication : 2008
4. Organisational Behaviour Text and Cases by Uma Sekaran ; Year Of Publication : 2007; Edition : Second
Objective: The purpose of this paper is to enable the students learn nature scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

1. Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalisation process and managerial implications.


4. International Financial Environment: Foreign investments- Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.


6. Regional Economic Groupings in Practice: Regionalism vs. multilaterallism, Structure and functioning of EC and NAFTA; Regional economic cooperation.

7. Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.
Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

Suggested Readings:
Objectives: To develop basic understanding of concepts, theories and techniques of production process and operation management.

1. **Introduction to Operation Management**: Basic Concept of Production / Transformation, Types of Transformation


4. **Facility Location and Layout**: Issue in Facility Location, Plant Location Methods, Factor Rating, Centre of Gravity Methods, Analytic Delphi Method, Four Basic Layout Formats, Assembly Line Balancing, splitting Tasks, Problems in Facility Layout.

5. **Project Scheduling**: Project Management; Scheduling Project; Case Study: Scheduling at Bellop; Logic of PERT.

6. **Waiting Line & Inventory Management**: Economics of Waiting Line, Queuing System, Four Waiting Line Models along with application: Inventory management and Waiting Line Management, Inventory Models.

7. **Operations Planning and Scheduling**: Systems Aggregate Planning and its Process; Master Scheduling; Aggregate Planning or Service Organizations; Operating Schedules; Sequencing Rules; Optimized Production Technology and Synchronous Manufacturing; Just in Time (JIT) Manufacturing System; Basics of SCM and ERP.

**Text Books**

**References Books**
OBJECTIVE
The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making.

1. INTRODUCTION: Construction of frequency distributions and their analysis in the form of measures of central tendency and variations.
2. VARIOUS MEASURES: Types of measures; their relative merits; limitations and characteristics; skewness meaning and co-efficient of skewness.
3. CORRELATION AND REGRESSION ANALYSIS: Correlation analysis- meaning and types of correlation Karl Pearson’s coefficient of correlation and spearman’s rank correlation; regression analysis-meaning and two lines of regression; relationship between correlation and regression co-efficient.
4. TIME SERIES: Time series analysis measurement of trend and seasonal variations; time series and forecasting.
5. PROBABILITY: Probability: basic concepts and approaches, addition, multiplication and Bayes’ theorem.
6. PROBABILITY DISTRIBUTIONS: Probability distributions-meaning, types and applications, binomial, Poisson and normal distributions.
7. HYPOTHESIS TESTING: Tests of significance; hypothesis testing; large samples, small samples; Chi-square test, analysis of variance.

REFERENCE BOOKS
Objective: The subject aims to strengthen and transform the communication ability of the students to nurture their business communication skills like verbal, written, presentation skills thus developing their holistic personality which will aid in better performance, developing managerial capacity.

1. COMPREHENSIVE COMMUNICATION AND PRESENTATION SKILLS- Principles of Communication, Art of effective Public Speaking, Written Communication Skills, Principles of Effective Writing, Reading Habit Development, Oral Presentation Skills, Techniques of Presentation, Methods of preparing Presentation, Removal of stage fear, Tools: of Presentation (Transparencies, Slides & Audio-Visual Tools), Project work Body language and its use in speaking, E-mails and text messages composing

2. DEVELOPING INTER-PERSONAL SKILLS- Concept of Motivation, Types of Motivation, People Skills developing inter-personal skills, Inter-Personal Dynamics General Awareness, Meetings -- Need and Importance of Meetings, Conduct of Meeting, Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions

3. MEMORY MANAGEMENT FOR EFFECTIVE PERSONALITY DEVELOPMENT Memory and Retention Techniques, Mind Mapping, Reading Skills, Listening Skills, Revision Techniques, Examination Skills, NON-VERBAL COMMUNICATION - Importance of Body Language, Appropriate Body Postures, Expression for Impression, Professional Gestures

4. DEVELOPING COMMUNICATION EFFECTIVENESS AND PERSONALITY PROJECTION - Fluency Enhancement, Removal of barriers to communication, Group Discussion, Role Play Anchoring, Team building skills, Leadership skill Development, Concepts of Group Discussion, Types of Group Discussion, Etiquettes in Group Discussion, Understanding Group Tasks, Mock Group Discussions, Leadership Skills, Creative Brainstorming

5. CURRENT AFFAIRS, GENERAL AWARENESS & PROBLEM SOLVING TECHNIQUES - Fusion of Management, Technology & ICT, Recent Trends & Development in IT Industry important for managers, Case Studies & Analysis, Case Discussion & Presentation, Decision Making Skills, Principles of solving Dilemmas


7. APTITUDE DEVELOPMENT
Improving Mathematical Acumen, Enhancing Logical & Analytical Reasoning, Verbal & Non-verbal ability, Voice Modulation Management, Public Relations – Meaning, Functions of PR Department, External and Internal Measures of PR

INTERVIEW TECHNIQUES – Personal (HR & Technical) Interview Techniques, Training on Frequently Asked Questions, Psychometric Analysis, Mock Interview Session, Industry Insights (IT Industry), Code of Conduct in Profession, Managing Professional Relationships

TEXT BOOKS:
1. Pal Rajender, Korlahalli, “Essentials of Business Communications” S.Chand and Sons
2. Lesikar, Pedit, “Business Communication and Managerial skills, All India Book Travellers

REFERENCE BOOKS:
1. Flatley, Lesikar “Basic Business Communication skills for empowering the internet generation”, All India Traveller booksellers
Objective: The purpose of this paper is to acquaint the students with the functioning of the computers and their application in business.

1. INTRODUCTION TO INFORMATION AND IT: Changing decision making scenario and role of information needs and information systems; Information generation process; Quality of information – adding value to information; Role of IT in information generation and value addition; Computer hardware and personal computers – an overview.

2. COMPUTER SYSTEM AS INFORMATION PROCESSING SYSTEM: Types of computer systems; Hardware options – CPU, input devices, output devices, storage devices, communication devices; Configuration of these devices and their applications; Automatic devices for logistic bar coding and management system. Software Resources: Software needs; Operating systems; Application software programming languages.

3. INTERNET AND WORLD WIDE WEB: Internet technologies and access devices; Concept of World Wide Web and Internet browsing; www as a marketplace; Concept of e-commerce and business models of e-commerce.

4. DESKTOP APPLICATION – I: Word Processing-Meaning and role of word processing in creating of documents, editing, formatting and printing documents, using tools such as spelling check, thesaurus, etc. in word processors; Presentation and graphics on personal computers.

5. DESKTOP APPLICATION – II: Electronic spreadsheet:- Structure of spreadsheet and its application to accounting finance and marketing functions of business; creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference; Using built in function; Goal seeking and solver tools; Using graphics and formatting of worksheet; Sorting data with other desktop applications: Strategies of creating error free worksheet.

6. DATA BASE MANAGEMENT SYSTEM: Concept of data base management system Data field, records and files; Sorting and indexing data, searching records designing queries and reports and linking of data files.

7. INTRODUCTION TO PC BASED SOFTWARE PACKAGES: Accounting and Statistical Software Packages: Accounting software packages for maintenance of accounts, inventory records, preparation of vouchers, invoice and salary statement and final accounts; Statistical software packages for computing measures of central tendency and dispersion, preparation of tables and graphs, and other statistical analysis structure of export documentation in software packages.

Suggested Readings:
OBJECTIVE
The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making.

1. **INTRODUCTION**: Financial management—scope finance functions and its organization; objectives of financial management; time value of money.
2. **CAPITAL BUDGETING**: Investment decisions; importance, difficulties, Determining cash flows; methods of capital budgeting.
3. **RISK ANALYSIS**: Risk analysis; sensitivity analysis, simulation; risk adjusted discount rate methods and certainty equivalent methods;
4. **COST OF CAPITAL**: Sources of long term finance; cost of different sources of raising capital; weighted average cost of capital; Capital structure decisions.
5. **LEVERAGE AND CAPITAL STRUCTURE**: Financial and operating leverage; capital structure theories-Net Income approach; Net Operating Income approach, Traditional approach, Modilioni-Miller theory.
6. **DIVIDEND DECISIONS**: Determinants of dividend policy; Dividend models; Walter, Valuation model, Gordon Growth model and Modilioni-Miller model.
7. **WORKING CAPITAL MANAGEMENT**: Working Capital-meaning, need determinants; estimation of working capital need; Management of cash, Management of inventory and Management of receivables.

**REFERENCE BOOKS**
OBJECTIVE
This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.

1. INTRODUCTION: Nature and scope of marketing corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers;
2. MARKETING ENVIRONMENT: Marketing environment; marketing research and information system.
3. CONSUMER BEHAVIOUR: Analyzing consumer markets and buyer behaviour; analyzing business markets and business buying behaviour.
4. MARKET SEGMENTATION: Market segmentation, positioning and targeting; tools of product differentiation; marketing strategies in the different stage of the product life cycle.
5. PRODUCT DEVELOPMENT: New product development process; product mix and product line decisions; branding and packaging decisions.
6. PRICING STRATEGIES: Pricing strategies and programmes; managing marketing channels; wholesaling and retailing; Reasons for and benefits of going international; entry strategies in international marketing.
7. ADVERTISING: Advertising and sales promotion; public relations; personal selling; evaluation and control of marketing effort; web marketing; green marketing.

REFERENCE BOOKS
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha “Marketing”
OBJECTIVE
The objective of this paper is to familiarize the students with the various business legislations pertaining to corporate world so that the constraints of decision making as also the legal appreciation of the decision environment is fully known.


4:THE COMPANIES ACT, 1956/ COMPANY: Definition, Meaning, Features and Types of companies, Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus, Share Capital


7: PATENTS: Conceptual understanding of patents, copyrights, trademarks and designs

RTI Act 2005 : Purpose, Right to Information and Obligation of Public Authorities, Exemption from disclosure of information.

TEXT BOOK

REFERENCE BOOKS
To equip the students with skills to analyze information requirements for decision making and to familiarize students with the tools and techniques of data capturing, storing, processing and dissemination for efficient functioning and continuation of business process, making use of case studies.

1: INTRODUCTION: MIS need; concepts role and factors influencing MIS and characteristics of MIS; technology and structure of MIS.

ANALYSIS AND DESIGN: Information SDLC; system testing and documentation; marketing and financial IS.

2: RESOURCE MANAGEMENT: ERP, BPR Functions and Processes of resource Management; IS for HR, Finance, Production, Marketing.

3: DSS: Concept, over view components; Role of DSS in business group DSS.

4: INFORMATION SYSTEM: Executive information system, CRM, SCM, artificial intelligence technologies in business, virtual reality.

5 : DBMS: Introduction to data base; DBMS overview, data models; languages; advantages of DBMS over file processing systems, responsibility of database administrator; introduction to client server architecture; entity relationship diagrams.

6: DATA BASE ADMINISTRATION: Concept of data base administration.

7: DATA WAREHOUSING: Data warehousing definition, usage and trends; file organization system, DBMS as data warehouse

DATA MINING: Data mining definition and task, KDD versus data mining: techniques, tools and applications.

REFERENCE BOOKS
6. Date, C.J., “Introduction to Database system”, Pearson Education
Objective: Marketing Research introduces the concepts and applications of market research through the marketing management approach. This course emphasizes the basic methodologies, as well as introduces a variety of techniques, and demonstrates how research applies to strategy, including marketing, advertising, sales and product design and development.

1. MARKETING RESEARCH: an overview, introduction, nature of marketing Research, scope of marketing research, importance of marketing Research

2. ROLE OF MARKETING RESEARCH, relationship of marketing research with Other disciplines, uses and limitation of marketing research, marketing Research agencies

3. MARKETING RESEARCH PROCESS: introduction, problem definition, Research design, field work, data analysis, report preparation, Characteristics of good marketing research, marketing research plan Research design, exploratory RD

4. RESEARCH DESIGN: Descriptive research design, descriptive research design, importance of Descriptive research, alternative research designs, historical designs, Simulation design.

5. PRODUCT RESEARCH: new product research, research in new product Development, Product life cycle research, review questions, Product-mix research

6. ADVERTISING RESEARCH, defining advertising research, product appeal Research, copy testing, post-testing, Media selection research, motivation research, nature of motivation Research, types of information sought in motivation research

7. MOTIVATION RESEARCH TECHNIQUES, sales control research, Sales forecasting, sales analysis, sales potential, methods for Developing market potential

REFERENCE BOOKS
2. Marketing Research By B.S.Goel - Pragati Prakashan, Meerut (UP)
OBJECTIVE
To acquaint the students with the challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business.

1. CONCEPT OF ENTREPRENEURSHIP: meaning and characteristics of entrepreneurship, entrepreneurial culture, socio-economic origin of entrepreneurship, factors affecting entrepreneurship, conceptual model of entrepreneurship, traits of a good entrepreneur, entrepreneur, intra-preneur and manager
2. ENTREPRENEURIAL MOTIVATION: motivating, compelling and facilitating factors, entrepreneurial ambition, achievement motivation theory and kakinada experiment
3. ESTABLISHMENT OF ENTREPRENEURIAL SYSTEMS: search, processing and selection of idea, Input requirements
4. SMALL SCALE INDUSTRY: meaning, importance, characteristics, advantages and problems of SSIs. Steps for starting a small industry, guidelines for project report, registration as SSI.
5. ASSISTANCE TO SSI: need for incentives & subsidies, need for institutional support, role of government and other institutions.
6. FUNCTIONAL PLANS: Marketing plan- marketing research for the new venture, steps in preparing marketing plan, contingency planning; Organizational plan- Forms of ownership, designing organizational structure, job design, manpower planning; Financial plan- cash budget, working capital, proforma income statement, Proforma cash flow, proforma balance sheet, break even analysis.
7. SOURCES OF FINANCE: Debt or Equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues- intellectual property rights, patents, trade marks, copy rights, trade secrets, licensing, franchising.

TEXT BOOK

REFERENCE BOOKS
OBJECTIVE
The course aims to provide the insights into effective management of human resources to enable the students to meet the HR challenges in the present scenario.

2. HUMAN RESOURCE PLANNING: Definition, objectives; process and importance job analysis; Description, specification and job evaluation.
3. DEVELOPING EFFECTIVE HUMAN RESOURCE: Recruitment; selection; placement and introduction process; human resource development: concept, employee training & development, career planning & development
4. PERFORMANCE MANAGEMENT: concept and process, performance appraisal, Potential appraisal. Job Compensation; Promotions, demotions, transfers, separation, absenteeism and turnover; Quality of work life (QWL), Quality circles.
5. JOB SATISFACTION AND MORALE: Health, safety & employee welfare; Employee Participation & Empowerment: Concept, Relevance, Techniques.
6. HUMAN RESOURCE DEVELOPMENT: Human Resource Development: definition, objectives & approaches to human relations; Employee grievances and discipline; Introducing to collective bargaining; HR Audit.
7. HIGH PERFORMANCE WORK SYSTEM: Fundamental principles-Principle of shared info; principle of knowledge development; principle of performance reward linkage; principle of Egalitarianism; Testing alignment of the HR system-HR deliverables.

TEXT BOOK

REFERENCE BOOKS
OBJECTIVE: The course seeks to provide the key concepts and solutions in the design, operation, control and management of supply chains as integrated systems.


5. SOURCING, TRANSPORTATION AND PRICING PRODUCTS: Role of sourcing, supplier – scoring & assessment, selection and contracts. Design collaboration.

6. COORDINATION AND TECHNOLOGY IN THE SUPPLY CHAIN: Co-ordination in a supply chain: Bullwhip effect. Obstacles to coordination. Managerial levers to achieve co-ordination, Building strategic partnerships.

COORDINATION AND TECHNOLOGY IN THE SUPPLY CHAIN: The role of IT supply Chain, The Supply Chain IT framework, CRM, Internal SCM, SRM. The role of E-business in a supply chain, The E-business framework, E-business in practice.
7. EMERGING CONCEPTS: Reverse Logistics; Reasons, Activities, Role. RFID Systems; Components, applications, implementation. Lean supply chains, Implementation of Six Sigma in Supply Chains.

SUGGESTED TEXT BOOK:

REFERENCE BOOKS:
OBJECTIVE
The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyze the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

1. **INTRODUCTION:** Strategic Management Process; defining strategy, levels of approaches to strategic decision-making; process of strategic management.
2. **ROLES:** Roles of strategies, mission and objectives; strategic business unit, environment – concepts, components and appraisal.
3. **FORMULATION:** Organization appraisal and strategy formulation; Organizational dynamics and structuring organizational appraisal, SWOT analysis, formulation-corporate level strategies and business strategies.
5. **IMPLEMENTATION:** Strategy implementation; aspects, structures, design and change; behavioral implementation-leadership, culture, values and ethics.
6. **POLICIES:** Functional implementation; functional strategies, plans and policies; marketing; financial; personnel; operations, its plans and policies.
7. **EVALUATION:** Strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control.

**REFERENCE BOOKS**
Objective: The goal of this course is to give you a solid foundation covering the major problems, challenges, concepts, and techniques dealing with the organization and management of knowledge with the help of computers.


4. KNOWLEDGE CODIFICATION: Modes of Knowledge Conversion, Codification Tools and Procedures, Knowledge Developer’s Skill Sets.


6. KNOWLEDGE TRANSFER AND SHARING: Transfer Methods, Role of the Internet, Knowledge Transfer in e-world, KM System Tools.

7. NEURAL NETWORK: Introduction, Association Rules, Classification Trees, Data Mining and Business Intelligence, Decision Making Architecture, Data Management, Knowledge Management Protocols, Managing Knowledge Workers.

TEXT BOOK

REFERENCES
OBJECTIVE: The advent of e-commerce has posed many new issues in the development of business information systems, including Accounting Information Systems. In order to develop effectively and efficiently information systems for contemporary business, the IS specialists should understand new contexts, practices, and appropriate IT - specifically web-based technologies.

1. Introduction to E – Commerce: Introduction; Definition; Brief history of E Commerce; Forces fueling E-Com; E-Com Vs E-Business; Challenges in E – Commerce; E-Business Communities.

2. Introduction to E – Business: Model for E-Business: Channel Reconfiguration, Transaction, Event, and Market Segment Aggregation; Value Chain Integration, Strategic Model; E-Com Industry Framework; Information Superhighway; Types of E-Com; E-Business Trident: E-SCM, E-CRM, and E-RP.


4. Electronic Payment System: Overview of E-Payment System; Digital Cash, Properties; Electronic Check & Benefits; Online Credit Card System; Types of Credit Card Payments; Secure Electronic Transactions (SET).

5. Other Electronics Financial Systems: Other Emerging Financial Instruments; Debit Card and Point of Scale (POS); Debit Card and E - Benefit Transfer; Smart Cards; Electronic Fund Transfer; Intelligent Agents.

6. E–Com Banking, E–Com Retailing and Publishing: Electronic Commerce and Banking; Home Banking History; Banking via Online Services; Management Issues in Online Banking. Electronic Commerce and Retailing; Management Challenges in Online Retailing; Electronic Commerce and Online Publishing; Advertising and Online Publishing.

7. Internet Marketing & E–Com Strategies: Introduction: Definition and Scope; The 7 Stages of Internet Marketing; Critical Success factors for Internet Marketing. E-Commerce Strategies for Development; Element of National E-Commerce Strategies; Legal and Regulatory Issues; E-Commerce and Sales Strategy.

SUGGESTED READING:
1. Electronic Commerce-A managers Guide by Ravi Kalakota and Andrew Whinston, Publisher: Pearson Education India
2. Global Electronic Commerce by Westland J. Christopher and Clark Theodore, Publisher: Academic Press
3. Internet Marketing by Rafi A. Mohammed and Robert J. Fisher, Publisher: McGraw Hill
4. Electronic Commerce: Opportunities and Challenges by Syed Mahbubur Rahman, Mahesh Raisinghani, Publisher: Idea Group
OBJECTIVES: The course is aimed at equipping the students with necessary techniques and skills of communication to inform others, inspire them and enlist their activity and willing cooperation in the performance of their jobs.


3. BODY LANGUAGE: Facial Expressions, Non-verbal Communication, emotional Intelligence, Creativity in Oral Communication, Persuasive Communication, Communication through organizing various events like conferences, committee meetings, press meets, seminars, fests and the like

4. REPORT WRITING: Writing an Effective Report, Stages of Writing, Composing Business Messages, Style and Tone, Five Ws and one H of Report Writing, Planning and Types of Reports, Divisions, Numbering and use of Visual Aids, Creativity in Written Communication, Use of Pictures, Diagrams in Written Communication.

5. BUSINESS COMMUNICATION: Writing Commercial Letters, Business Letter Format, Types of Letters - Routine Business Letters, Sales Letters, Resume and Job Applications

6. BUSINESS MEMOS eMail Messages, Proposals, Technical Articles, Telegrams, Telex Messages, and Facsimiles, Electronic Mail, Handling a Mail, Maintaining a Diary, Legal Aspects of Business Communication, and Negotiation Skills.


SUGGESTED BOOKS:

1. Scot Ober, Contemporary Business Communication, Biztantra
2. Bovee, Thill & Schatzman, Business Communication Today, Pearson
3. Nageshwar Rao and Rajendra Das, Business skills, HPH
4. Mary Ellen Guffy, Business Communication, Thomson
5. M Ashraf Rizvi, Effective Technical Communication, TMH
7. Micheal Osborn and Suzanne Osborn, Public Speaking, Biztantra
8. John Seely, Oxford Writing and Speaking, Oxford
9. Parag Diwan, Business Communication, EB
OBJECTIVE
The objective of this paper is to acquaint the students about major financial services and institutions.

1. **INTRODUCTION**: Financial services: salient features, scope and problems; mutual funds; venture capital financing.
2. **REGULATORY FRAMEWORK**: Regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking.
3. **CREDIT RATING**: Credit rating: factoring and forfeiting; housing finance.
4. **MERGERS**: Merger/amalgamation and acquisition /takeover; debt securitization.
5. **DEVELOPMENT BANKING**: Development banks: operational policies and practices of IDBI, ICICI, IFCI, SIDBI, EXIM BANK, UTI, LICI.
6. **MONEY MARKET INSTRUMENTS**: Segment/instruments of money market; SEBI: its objective, functions and power.
7. **SECURITY TRADING**: Mechanism of security trading: NSE, OTCEI, scriptless trading; depository; system and custodial services.

**REFERENCE BOOKS**
OBJECTIVE
The objective of this paper is to acquaint the students about the project planning, appraisal, control and financing of infrastructure projects.

1. INTRODUCTION: Phases and objectives of capital budgeting, market, demand and situational analysis; technical analysis and financial analysis.
2. RISK ANALYSIS: Special decision situations, analysis of project risk, appraisal criteria, firm risk and market risk.
3. SCBA ANALYSIS: Social cost benefit analysis, UNIDO approach, SCBA by financial institutions.
4. FINANCING PROJECTS: Project financing in India- project appraisal by financial institutions, environmental appraisal of projects.
5. PROJECT MANAGEMENT: Project management: organization, planning, control; human aspects and prerequisites.
6. NETWORK TECHNIQUES: Network techniques for project management, project review and administrative aspects.
7. PUBLIC FINANCING: Public finance for infrastructure projects; BooT / BoT system for infrastructure projects.

REFERENCE BOOKS
OBJECTIVE
International boundaries are blurring. Therefore, MNCs can raise funds from international financial management. The purpose of this paper is to equip the students with financial and investment decision of MNCs.

1. **INTRODUCTION**: An overview of multinational financial management; international monetary and financial system; IBRD and development banks, finance function in a multinational firms; international flow of funds.
2. **INTERNATIONAL SYSTEM**: International working capital management, international cash management, international receivable management, managing short term assets and liabilities.
3. **INTERNATIONAL CAPITAL MARKET**: International capital money market; euro dollar and currency market; financial market instrument – GDRs, ADRs, Euro issues, CP and ECB.
4. **MULTINATIONAL CAPITAL BUDETING**: Multinational capital budgeting, cost of capital.
5. **CAPITAL STRUCTURE**: Capital structure decisions; dividend policy of multinational firm.
6. **FOREIGN EXCHANGE MARKETS**: Development in foreign exchange markets; exchange rate determination.
7. **RISKS MANAGEMENT**: Measuring and managing various risks and exposure, country risk analysis; taxation in multinational firms.

**REFERENCE BOOKS**
OBJECTIVE
The subject explores the mysterious world of the consumer’s psyche and guidelines to the students to understand what makes consumers to purchase particular product or avail a particular service.

1. INTRODUCTION: Consumer behavior and consumer research; importance of consumer behaviour, evolution of consumer behaviour, methods of studying consumer behaviour; customer centric organizations; consumer decision process model; variables affecting the decision process; types of decision process; factors influencing the extent of problem solving.

2. PURCHASE PROCESS: Purchase processes; need recognition; internal and external search; pre-purchase evaluation; different types of purchase situations.

3. CONSUMPTION EXPERIENCES: Consumption experiences; importance of customer satisfaction; factors affecting satisfaction level; demographics and consumer behavior; economic resources and consumer behaviour.

4. MOTIVATING FACTORS: Personality and consumer behaviour; personal values; lifestyle motivational conflict and need priorities; motivational intensity; motivating consumer.

5. CONSUMER KNOWLEDGE: Importance of consumer knowledge; types of consumer knowledge; sources of consumer knowledge; benefits of understanding consumer knowledge; consumer beliefs; consumer feelings; consumer attitudes; consumer intentions.

6. CULTURAL EFFECTS: Culture and its effect on consumer behaviour; changing values and its effect on consumer behaviour changing values and its effect on marketing; determinates of social class; social class and consumer behaviour; role behaviour; importance of families and households on consumer behavior; role behaviour and it influence on the decision process; family life cycles; changing roles of women; children and household consumer behaviour.

7. GROUP INFLUENCES: Group and personal influences on individuals; reference group and its influence on individual; transmission of influence through dyadic exchanges; word of mouth and opinion leaders in advertising and marketing strategy; diffusion of innovations; diffusion process; reaching the consumer; gaining consumer’s attention; shaping consumer’s opinion; opinions change; product’s and advertising’s role in shaping consumer opinion; cognitive learning; retrieval of information; company’s role in helping consumers to remember.

REFERENCE BOOKS
2. Soloman, Michael R, “Consumer Behaviour – Buying Having and Being”, Pearson Education; New Delhi
OBJECTIVE
To understand the service product and key elements of services marketing mix. Another objective deals with managing the service delivery process and the implementation of services marketing.

1. INTRODUCTION: Introduction to services marketing; role of services marketing; consumer behaviour in service encounters; customer interaction, purchase process, needs and expectations of customers

2. POSITIONING: Positioning services in competitive markets; search for competitive advantage; market segmentation, positioning vis-à-vis competitors.

3. SERVICE PRODUCT: Creating the service product; identifying and classifying supplementary services, planning and branding service products, new service development; designing communication mix: branding and communication; effective pricing; objectives and foundations for setting prices.

4. DISTRIBUTING SERVICES: Distributing services: options for service delivery, place and time decisions, delivery in cyberspace, role of intermediaries. Designing and managing service processes: service process redesign, customer misbehaviour

5. DEMAND AND CAPACITY: Balancing demand and capacity: fluctuations in demand, capacity constrain, planning the service environment: consumer responses to and dimensions of service environment; managing people for service advantage: service environment. Consumer responses to and dimensions of service environment; managing people for service advantage: service leadership and culture.

6. BUILDING RELATIONSHIP: Managing relationship and building loyalty: customer-firm relationship, analyzing and managing customer base: customer management relationship system in services marketing

7. CUSTOMER FEEDBACK: Customer feedback and service recovery: customer complaining behaviour, principles and responses to effective service recovery, service quality and the gap model, measuring and improving service quality defining, measuring and improving service productivity; organizing for service leadership search for synergy in service management, creating a leading service organization.

REFERENCE BOOKS
OBJECTIVE
The objective is to introduce the students to the integrated role of promotion techniques with the special emphasis on advertising.

1. INTRODUCTION: Marketing communication; functional areas of marketing communication; integrated marketing communication; types of advertising agencies; media partners and their role; compensating the advertising agencies; agency evaluation.

2. BRANDING: Brands- its meaning; creating and maintaining the brand; selecting desired brand position; developing brand identification; creating a brand image; creating and maintaining brand relationship with customers; brand-customer touch points; prospects and customers; AIDA model; think/feel/do models; brand decision making process; attitude formation and attitude change; brand likeability.

3. COMPAGN PLANNING: IMC planning process; internal marketing; segmenting and targeting; types of segmentation; message and profitability targeting; digitization of brand information; customer database; building relationship through data management.

4. IMC MESSAGE STRATEGY: Developing creative message strategy; process of developing IMC message strategy; methods of getting creative ideas; brand-message execution; copywriting; writing for print and electronic media; print layout and design; executional and strategic consistency.

5. MEDIA CLASSIFICATION and SALES PROMOTION: Media classification; media strength and weakness; wireless communication; e-mail marketing; website marketing; integrating online brand communication; media planning; consumer sales promotion; sales promotion tools; determining consumer sales promotion strategies; strengths and limitations of sales promotion; trade promotions; trade promotion for new products and existing brands; trade promotion strategies; objectives of co-marketing communication.

6. PERSONAL SELLING AND PUBLICITY: Personal selling objectives and strategies; personal selling process; defining public relations; limitations of brand publicity; brand publicity tools; corporate image and reputation; mission and cause marketing; crisis communication.

7. DIRECT MARKETING: Interactive and personal dimension of direct marketing; methods of direct marketing; event marketing; trade shows and other participation events; sponsorships; strengths and customer service; objectives and strategies of customer service; social, economic and ethical issues in IMC; evaluation and measurement of brand messages; measurement and evaluation methods.

REFERENCE BOOKS
OBJECTIVE
The course is designed to promote understanding issues related to compensation in corporate sector and impart skills in designing, analysis, and restructuring compensation management system, policies and strategies.

1. **INTRODUCTION:** Role of compensation in organization: economic and behavioral theories related to compensation.
2. **PERSPECTIVES:** Strategic perspectives of compensation; compensation as motivational tool; compensation policy.
3. **EQUITIES:** Internal and external equities in compensation system; determining of the worth of job; understanding inter and intra industry compensation differentials.
4. **DESIGN:** Designing pay structure and administering compensation package; understanding different components of compensation package like Fringe benefits, incentives and retirement plans; pay for performance plans.
5. **SPECIAL GROUPS:** Compensation of special groups; Corporate Director, Chief Executives, Senior Managers; Components of Executive compensation package.
6. **OTHER GROUPS:** Compensation of Professionals and knowledge workers, R and D staff, Sales compensation plan, International compensation.
7. **STATUTORY PROVISIONS:** Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management, tax planning.

**REFERENCE BOOKS**
OBJECTIVE
This course is designed to provide in depth understanding of behavioural interventions and enable the students to apply these interventions for building individual, team, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining.

1. **INTRODUCTION**: Organizational Change – meaning, nature, types; theories of planned change; organizational Development.
3. **TEAM BUILDING**: Team building; organizational confrontation meeting, coaching and mentoring, role focused interventions.
4. **RESTRUCTURING**: Techno structural Interventions- restructuring organization, reengineering, employee involvement, work design.
5. **STRATEGIC INTERVENTIONS**: Strategic Interventions- organization and environment relationship, organization transformation.
6. **CONTEMPORARY ISSUES**: Contemporary issues and applications- Organizational development in global context organizational development in service sector.
7. **ETHICS AND VALUES**: OD practioners-role, competencies requirement, professional ethics and values future trends in OD.

**REFERENCE BOOKS**
2. Chowdhury, Subir, “Organization 21C”, Pearson Education

OBJECTIVE
Objective is to apprise the students about the concepts of industrial relations, emerging trends in India, dynamics of industrial relations with change in technology.

1. **INTRODUCTION**: Industrial relations perspectives: concepts, scope and objectives, industrial relations and emerging socio economic scenario, industrial relations and the state industrial relations in India.
2. **TRENDS**: Emerging trends in industrial relations, industrial relations and technological change.
3. **TRADE UNIONS**: trade unions functions and objective; development of trade unions in India; pattern of trade unions in structure, central trade union organization; registration and recognition of trade unions; management of trade unions; problems of Indian trade union movement.
4. **CHANGING FACE:** White collar and managerial trade unions; employers association; trade union response toward liberalization and technological change, employee response to industrial and organization reengineering; future of trade unions.

5. **DYNAMICS:** Dynamics of industrial conflicts; discipline and grievance management, nature and types of collective bargaining; emerging trends in collective bargaining; productivity bargaining, negotiation and collective bargaining settlement, settlement machinery.

6. **CO-OWNERSHIP MANAGEMENT:** Co-ownership management – concept, significance and historical development; types of workers participation in management, practices; level of participation.

7. **MODELS IN WPM:** Model in WPM, co-ownership forms of WPM, issues in labor flexibility participation, strategic and planning for implementing WPM effectively.

**REFERENCE BOOKS**

1. Ramaswamy, E, “Managing Human Resources”, Oxford University Press, New Delhi
OBJECTIVE
The attempt of this paper is to impart knowledge of various functional areas and risk management in banking and insurance sectors.

1. INTRODUCTION: An overview of the banking sector – growth and structure; functions and operations – RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD.
2. REGULATORY ISSUES: Regulatory issues for governance of banking sector – role of RBI and Ministry of Finance; marketing in banking industry – components of bank marketing strategy; role of technology in banking.
3. ALM: Components of ALM and their management; liquidity management, interest rate management, management of credit and operational risk; treasury operations and management; managing capital adequacy and profit sharing; managing NPAs.
4. INSURANCE SECTOR: Origin and development of insurance sector; objective and process of risk management; types and structure of insurance plans.
5. INVESTMENT PATTERNS: Investment pattern and policies of insurance companies; challenges of insurance marketing; role of IRDA; pension funds in India.
6. LIFE AND NON-LIFE INSURANCE COMPANIES: Organizational forms, structure and administration of life and non-life insurance companies.
7. MANAGEMENT OF LIFE AND NON-LIFE INSURANCE: Life and non-life insurance management – strategic management, planning and control cycle, use of life insurance in personal and business planning; life and non-life(health and motor vehicles) insurance underwriting; financial management of life insurance companies.

REFERENCE BOOK
2. Risk management, “Indian Institute of banking and Finance”, McMillan Publisher
OBJECTIVE
The objective of this paper is to acquaint the students about the investment decisions, risks involved in them, theories of security valuation, fundamental and technical analysis and theories and concepts involved in portfolio management.
1. INTRODUCTION: Investment meaning, nature, process and alternatives, return and risk; concept and components of total risk; systematic and unsystematic risk; measurement of systematic risk.
2. VALUATION: Objective and benefits of investment analysis and security valuation; theories of fixed and variable income securities.
3. THEORIES: Efficient market theory; fundamental analysis - economic analysis, industry and company analysis, technical analysis.
4. PORTFOLIO MANAGEMENT: Portfolio-meaning, advantages and selection; selection problems. Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio.
5. MODELS: Sharpe single-index model; capital asset pricing model; Arbitrage pricing theory.
6. BONDS: Bond portfolio management strategies – passive portfolio strategies, active management strategies; passive portfolio revision – meaning, need, constraint and strategies.
7. FORMULA PLANS: Formula plans–constant dollar-value plan, constant ratio plan, variable ratio plan; portfolio performance evaluation; risk adjusted measures of performance.

REFERENCE BOOKS
1. Reiley and Brown, “Investment Analysis and Portfolio Management”, Thomson Learning, Bombay
OBJECTIVE
This course aims to acquaint the students with concepts and various aspects of cost management from strategic perspective.

1. **INTRODUCTION:** Conceptual framework of SCM, environmental influences on cost management practices, role of SCM in strategic positioning.
2. **TOOLS:** Cost management tools –life cycles costing, target costing, kaizan costing, JIT and theory of constraints, BPR and bench marking.
3. **ABC:** Nature of activity –based costing (ABC); benefits and limitations of ABC; limitations of volume –based costing system, indicates of ABC; activity hierarchies; cost drivers; designing an ABC system activity based management; operational and strategic application of ABC.
4. **ANALYSIS:** Customer profitability analysis, process value analysis, financial measures of activity efficiency; nature of value chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition.
5. **PLANNING AND CONTROL:** Functional –based planning and control; budgeting –nature administration and effectiveness; budgeting cycle; activity based budgeting; kaizan approach; ZBB; performance budgeting.
6. **FINANCIAL CONTROL:** Human aspects of budgeting; responsibility centre and financial control –nature and role of responsibility centres accounting and evaluation of responsibility centre measuring the performance of investment centre –ROI, RI, EVA; transfer pricing and its applications.
7. **PERFORMANCE MEASUREMENT SYSTEM:** Strategic based performance measurement system: balanced score card –prospective and limitations; establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system.

**REFERENCE BOOKS**
4. Horngren, Datar Foster, “Cost Accounting”, Pearson Education

OBJECTIVE
To introduce the concept of branding and brand management with special emphasis on developing brand Equity
1. **BRANDING CONCEPTS**: concepts; branding challenges and opportunities; brand equity concepts; strategic brand management process; customer based brand equity; building a strong brand and its implications;

2. **BRAND POSITIONING**: identifying and establishing brand value; internal branding.

3. **BRAND EQUITY**: Choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity; information processing model of communication marketing, communication options.

4. **LEVERAGING PROCESS**: leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging knowledge to build brand equity; conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events.

5. **DEVELOPING A BRAND EQUITY SYSTEM**: Developing a brand equity measurement and management system; establishing brand equity management system measuring sources of brand equity-

6. **MEASUREMENTS**: capturing customer mindset: qualitative research techniques, quantitative research techniques; measuring outcomes of brand equity; capturing market performance.

7. **DESIGNING AND IMPLEMENTING**: Designing and implementing branding strategies: brand-product matrix, brand hierarchy and meaning new products and brand extensions, managing brands over time: managing brands over geographic boundaries and market segments.

**REFERENCE BOOKS**

Objective: The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies. The impact this philosophy has on the organisation and operation of the business.

1. INTRODUCTION OF MARKETING Communication and Advertising - Overview of marketing communication, Factors affecting the marketing communication mix, Integrated Marketing Communication


3. MARKETING COMMUNICATION PLANNING - Models of marketing communication, developing & control of marketing communication, marketing communication planning procedure.

4. ADVERTISING OBJECTIVES AND PLANNING - Meaning Definition and objectives of Advertising, Types of advertising, and the advertising agency: Function & types, Advertising Agency compensation. Creative strategy - Target market & creative objective, advertising Appeals, Creative format & creation stage, Copy testing and plagnosis.

5. STEPS IN ADVERTISING STRATEGIES - Creative Strategy - Various appeals and execution Styles, General idea of What Great Advertising Thinkers say - both Indian and foreign, Print advertising, Electronics advertising, outdoor advertising, direct mail advertising.

6. MEDIA PLANNING & PROMOTION - Environment analysis media object, Media strategy & media planning modes, Indoor media, out door media, Measuring Advertisement Performances, Current developments in advertising. Media mix-print, broadcast (T.V. & Radio), Cinema, Outdoor, Direct Mail advertising, and Internet. Defining media planning - From marketing plan to media plan, challenges in media planning.

7. TESTING FOR ADVERTISING EFFECTIVENESS; Preparation and choice of methods of advertising budget; Ethical and social issues in advertising; Management of advertising agencies; Role of advertising in natural development.

Suggested Readings:
OBJECTIVE
The customer is gaining more and more importance in the current scenario, the key behind the successful organization is retention of the customer. The key objective of this subject is to introduce the students to the current thinking about the customer.

1. INTRODUCTION: Cost of acquiring customers; turning customer acquisition into customer loyalty; internet and its effect on CRM: CRM and business intelligence; marketing retrospective on product to customer.

2. MARKETING INITIATIVES: Campaign management; CRM marketing initiatives; customer privacy; marketing automation; call centre and customer care; automating the contact centre; customer service for success.

3. SALE FORCE AUTOMATION: Sale force automation, key area of sales force automation sales force automation and mobile CRM field force automation; evolution of eCRM, multi-channel CRM

4. B TO B MARKETING: CRM in business to business marketing; enterprise resource planning; supply chain management; supplier relationship management; partner relationship management.

5. AN ANALYSIS: Integrated data; major types of data analysis; click stream analysis; personalization and collaborative filtering; defining CRM readiness; maintaining a customer focus; defining CRM functionality; defining technical requirement; development approaches towards purchasing CRM software.

6. IMPLEMENTATION: Pre-implementation checklist; CRM development team; CRM implementation; avoiding failures in implementing CRM.

7. CRM IN FUTURE: Selling CRM idea inside the organization; CRM road blocks–process, perception, privacy and politics, other CRM saboteurs; future of CRM.

BOOKS
OBJECTIVE
The aim of the course is to familiarize the students with prevailing concepts in the present day business marketing. The course tries to focus on developing strategies targeted towards different types of industrial consumers.

1. INTRODUCTION: Business Marketing; business marketing management; business markets v/s consumer goods market; characteristics of business markets; classifying goods for the business market; business marketing strategy; unique characteristics of commercial enterprises, government and industrial markets; e-procurement.

2. ORGANIZATIONAL BUYING: The organizational buying process; Forces affecting organizational buying behaviour; major elements of organizational buying process; relationship marketing; managing buying-seller; measuring customer profitability; customer relationship management; gaining customer relationship advantage.

3. STRATEGIC MARKETING: Business market segmentation requirements and benefits; bases for segmenting business markets; model of segmenting organizational market; organizational demand analysis; determining market and sales potentials; essential dimensions of sales forecasting; forecasting methods; marketing’s strategic role, marketing’s cross-functional relationship; components of a business model; the balanced score card; capturing global advantage; mapping sources of global advantage; international market entry options; international strategy and the value chain; general framework for global strategy; identifying and sustaining core competencies.

4. MARKETING MIX-PRODUCT: Product quality; product policy; planning industrial planning policy; building a strong brand; technology adoption life cycle; management of innovation; managing technology, new product development process; determinants of new product performance and timelines; challenges of business service marketing; service quality; marketing mix for business service firms; developing new services.

5. MARKETING CHANNELS and LOGISTICS: Business marketing channel and its participants; channel design; channel administration; e-commerce and its key elements; strategic role of e-commerce; crafting an e-commerce strategy; internet strategy implementation; concept of supply chain management competitive advantage of supply chain management; logistics and its strategic role; calculating logistics costs; business-to-business logistical service and its management.

6. PRICING: Meaning of value in business markets; the pricing process in business markets; pricing across the product lifecycle; responding to price attacks by competitors; competitive bidding; role of advertising; managing business-to-business advertising; measuring advertising effectiveness.
7. **SALES MANAGEMENT:** Foundations of personal selling; managing the sales force; account management process; sales administration; process of developing business marketing strategies; allocating resources; control at various levels; implementation of business marketing strategies.

**REFERENCE BOOKS**
OBJECTIVE
This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.

1. **INTRODUCTION:** Training – concept and rationale; training process: role of stakeholders in training programme; organization and management of training function.
2. **ASSESSMENT:** Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping.
3. **DESIGNING:** Designing the training programme: process of learning in training programme - attitudes and factors influencing; learning process; learning styles.
4. **ENVIRONMENT:** Training climate and pedagogy; developing training modules; training aids.
5. **METHODS and TECHNIQUES:** Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving.
6. **EVALUATION:** Evaluation of training - need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculation of ROI in training.
7. **GLOBAL PERSECTIVE:** Emerging trends in training and development; new perspectives on training – cross cultural training, e-learning, and knowledge management.

**REFERENCE BOOK**
OBJECTIVE
The primary concern of this course is to develop in depth understanding of the strategic role performed by HR in business organizations and to gain insight of the alignment between different HR systems and organizational outcomes.

1. INTRODUCTION: HR environment; HRM in knowledge economy; concept of SHRM: investment perspective of SHRM.
2. STRATEGIC PERSPECTIVE: Evolution of SHRM, strategic vs. traditional HR, barrier to strategic HR, role of HR in strategic planning.
3. FRAMEWORK AND APPROACHES: Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning
4. MEASURES: HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices.
5. HR SYSTEMS: HR systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems.
6. STRATEGIC HR DECISIONS: Strategic options and HR decisions – Downsizing and restructuring.
7. GLOBAL PERSPECTIVE: Domestic and international labor market, mergers and acquisitions, outsourcing and off-shoring.

REFERENCE BOOKS
OBJECTIVE
This course builds on the notions and frameworks in developing and understanding about the diverse nature of behavior patterns and issues involved in multivariate values and culture systems to maintain excellence of management.

1. INTRODUCTION: Human resource management in global organization: meaning and concept of culture dimensions, characteristics and elements.
2. CULTURAL VARIABLES: Human and cultural variables of organization; cultural diversity, models and attitudinal dimensions; cultural differences, similarities and managerial implications.
3. GLOBAL ISSUES: Global HR issues: cross –national differences, differences in communication work setting, negotiations, leadership.
4. MOTIVATIONAL ASPECTS: Motivational context, standardization and adoption of work practice; training and development of international system.
5. GLOBAL STAFF MANAGEMENT: Managing global staff: recruitment, selection criteria and issues.
6. RETENTION OF STAFF: Retention and motivating international staff, bargaining behavior and negotiation strategies; culture caricatures, team development and cooperation.
7. COMPENSATION: Compensation: objectives, determinants and key components; standards of performance management in global perspective; issues and challenges in global perspective; expatriate and repatriate issues in global context.

REFERENCE BOOKS
OBJECTIVE
To acquaint the students with the basics of financial derivatives and their use in managing risk with their synergic effect on financial returns.

1. **INTRODUCTION:** Concepts and types of derivatives; participant—hedgers, speculators, arbitragers and scalpers; uses of derivatives.
2. **TYPES OF ORDERS:** Types of orders; derivative markets in India—current trends and future prospects.
3. **FUTURES AND FORWARDS:** Fundamentals of futures and forwards—concept of futures; trading mechanics; basics of stock index future; interest rate futures; currency futures (basics).
4. **USE OF FUTURES:** Use of futures for hedging; difference between forward and future contracts; clearing process.
5. **OPTIONS:** Types of options, trading strategies involving options; black scholars option pricing model.
6. **SWAPS:** Fundamentals of swaps—introduction to swaps; interest rate swaps, currency swaps.
7. **MECHANICS OF SWAPS:** Mechanics of swaps—interest swap and currency swaps; swap pricing.

**REFERENCE BOOKS**
2. Hull, John C., “Futures and other Derivatives Securities”, Prentice Hall India, New Delhi
OBJECTIVE
The objective of this course is to acquaint the students with tax laws and tax planning

1. **INTRODUCTION:** Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax; income from had salary; income from house property.
2. **PROFITS:** Profits and gains of business and profession including depreciation; capital gains; income from other sources.
3. **CLUBBING OF INCOMES:** Clubbing of incomes, setting off and carrying forward of losses; general deductions from gross total income, assessment of individuals computation of tax liability.
4. **TAX PLANNING:** Tax planning in reference to employees remuneration; returns of income and assessment of income; deduction and collection of tax at source; income tax authorities and their powers.
5. **TAX AVOIDANCE AND EVASION:** Laws relating to them.
6. **MANAGERIAL DECISIONS:** Relating to own or lease, make or buy, export or import.
7. **TAX RETURNS:** Various features and assessment of income.

**REFERENCE BOOKS**
OBJECTIVE
Is to equip the students with importance of working capital, cash management, short term financing, and the relevant banking policy in this regard.

1. INTRODUCTION: Working Capital Management – meaning, importance, kinds, factors determining working capital, estimating working capital requirements;

2. CASH MANAGEMENT: Cash management of cash-motives for holding cash and marketable securities; cash system, managing the cash flows, types of collection systems, cash concentration strategies, disbursement tolls, investment in marketable securities;

3. CASH FLOWS: Forecasting cash flows; managing corporate liquidity and financial flexibility; measures of liquidity determining the optimum level of cash balances- baumol model, beranek model, miller-orr model, stone determining the optimum level of cash balances- baumol model beranek model, miller-orr model, stone model.

4. RECEIVABLE MANAGEMENT: determining the appropriate receivable policy, marginal analysis, credit analysis and decision, heuristic approach.

5. ANALYSIS TECHNIQUES: Discriminant analysis, sequential decision analysis, inventory management

6. FINANCING: Short term financing; programming working capital management; integrating working capital and capital investment process.

7. MONETARY SYSTEM: Monetary system, working capital, control and banking policy in India.

REFERENCE BOOKS
OBJECTIVE
The Objective of paper is two acquaint the students about selling process, designing the distribution channels, distribution logistics etc.

1. **INTRODUCTION:** Nature and scope of sales management, setting and formulating personal selling objectives; theories of selling.

2. **PERSONAL SELLING PROCESS:** Steps in personal selling process; recruitment and selection of salesperson, compensation and motivation of sales force.

3. **PERFORMANCE EVALUATION:** Monitoring and performance evaluation; sales displays; sales contests; sales territories; sales budgeting and control.

4. **DISTRIBUTION SYSTEM:** Participants in distribution system role and function of intermediaries.

5. **DISTRIBUTION CHANNEL:** Designing the distribution channel; conflict and power in the channel.

6. **MOTIVATION:** Selection and motivation of the intermediaries; distribution analysis.

7. **CONTROL AND MANAGEMENT:** Control and management distribution logistics; distribution costs, control and customer service.

**REFERENCE BOOKS**
OBJECTIVE
The objective of the course is to provide insights on retail operations. This will enable the students to become good retail planners and decision-makers and help focus on change and adaptation to change.

1. **INTRODUCTION**: Introduction to retail: retail in India; retail models and theories of retail development; understanding the retail consumers; ethical issues in retailing.
2. **STRATEGY**: Retail marketing strategy; retail franchising; retail store location and site selection.
3. **DESIGN**: Retail store design and visual merchandising; customer relationship management in retailing.
4. **MERCHANDISING**: Basics of retail merchandising; the process of retail merchandising; the method of merchandise procurement.
5. **PRICING**: Retail pricing and evaluating merchandise performance; retail communication mix.
6. **OPERATIONS**: Retail store operations; servicing the retail customers; retail human resource management.
7. **FINANCIAL ASPECTS**: Financial aspects of retail management; retail information system; supply chain management in retailing.

REFERENCE BOOKS
2. Berman, Barry and Evans, Joel R., “Retail Management-A Strategic approach”, Pearson Education/Prentice Hall of India, New Delhi
OBJECTIVE
Objective is course is to acquaint the student about the logistics resources, Transportation management, Ware house management, Supply chain relations ship and related aspects of logistics.

1. INTRODUCTION: Introduction to logistics and its interface with production and marketing; logistical mission: services and total cost.
2. OPERATIONS: Logistical operations integration; customer service; supply chain relationship; logistical resource information.
3. RESOURCE: Logistical resources; information; forecasting; inventory strategy and management; transportation infrastructure and management.
4. WAREHOUSE MANAGEMENT: Warehouse management and material handling; packaging
5. LOGISTICS POSITIONING: Logistics positioning; integration theory.
6. PLANNING: Planning and design and methodology; planning and design techniques;
7. COSTING: Planning, costing and pricing; performance measurement and reporting.

REFERENCE BOOKS
OBJECTIVE
The objective of this course is designed to create symbiotic relationship between talent and organization accelerate the performance involvements by instituting talent management system that ensures identification, management and development of talent portfolio.

1. INTRODUCTION: Talent – engine of new economy, difference between talents and knowledge workers, leveraging talent.
2. ELEMENTS: The talent value chain, elements of talent friendly organizations.
3. TALENT MANAGEMENT SYSTEM: Talent Management System – elements and benefits of TMS; creating TMS, challenges of TMS; building blocks of talents management.
4. COMPETENCIES: Competencies – performance management, evaluating employee potential.
5. TALENT PLANNING: Talent planning – succession management process; cross-functional capabilities and fusion of talents.
6. BUDGETING: Talent development budget, value-driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching.
7. RETURN ON TALENT: Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system.

REFERENCE BOOKS
OBJECTIVE
The objective of the course is to sensitise and expose the students to the task, functions and issues of industrial relations and to gains insight into the dynamics of employee management relations on different job situations.

1. **INTRODUCTION:** Industrial relations - concept, scope and objectives, emerging economic and techno-economic profile, impact of technology change on industrial relations.
2. **ROLE OF STATE:** Role of state in managing industrial relations factors affecting industrial relations. Prevention and settlement of disputes.
3. **TRADE UNIONS:** Development of trade unions in India. Pattern of trade unions in structure, central trade Union organization, Registration and recognition of trade union. Trade Union response towards liberalization and change.
4. **INDUSTRIAL LAWS:** Social security laws (Workmen’s compensation, ESI, PF, Gratuity, Maternity relief) in brief.
5. **DISPUTES RESOLUTION:** Laws relating to Industrial disputes, trade-Unions (in brief), Laws relating to Factories (Factories Act), Contract Labor.
6. **DYNAMICS OF INDUSTRIAL CONFLICTS:** Dynamics of industrial conflicts, discipline and Grievance management, negotiation and collective bargaining.
7. **WORKERS PARTICIPATION:** Co-ownership management. Concept and significance, involvement of workers with management processes. Strategic implementation of WPM.

**REFERENCE BOOKS**
1. Ramaswamy, E., “Managing Human Resources”, Oxford University Press, New Delhi
OBJECTIVE
Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems.

1. INTRODUCTION: Concept, characteristics, role and significance of performance management; performance appraisal vis-à-vis performance management.
3. PMS: Establishing and operational sing performance management system; measuring performance – result and behavior.
4. REVIEW: Conducting performance review discussion; harnessing performance management system for performance improvement.
5. STRATEGIES: Performance management strategies and interventions – reward based performance management; Career based performance management, team based performance management.
6. CULTURAL ASPECTS: Cultural based performance management; measurement based performance management.
7. COMPETENCY ASPECTS: Competency based performance management; leadership based performance management.

REFERENCE BOOKS
1. Aguinis, Herman, “Performance Management”, Pearson Education
OBJECTIVE
To equip students with computer based accounting and other financial skills.

1. ACCOUNTING: Principles; concepts; conventions; double entry system of accounting; introduction of basic books of accounts ledgers.
2. PREPARATION OF TRIAL BALANCE: Final accounts- company final accounts.
3. FINANCIAL MANAGEMENT: Meaning and scope; role; objectives of time value of money- over vitalization- under capitalization- profit maximization- EPS maximization.
4. RATIO ANALYSIS: Advantages; limitations; fund flow analysis- meaning; importance; preparation and interpretation of funds flow and cash flow statements- statement of changes in working capital.
5. COSTING: Nature and importance and basic principles; absorption costing vs. marginal costing- financial accounting vs. cost accounting vs. management accounting.
6. MARGINAL COSTING AND BREAK-EVEN ANALYSIS: Nature; scope and importance- practical applications of marginal costing; limitations and importance of cost-volume; profit analysis.
7. STANDARD COSTING AND BUDGETING: Nature; scope; computation and analysis- materials variance; labor variance and sales variance- budgeting- cash budget; sales budget- flexible Budgets; master budgets.

TEXT BOOK

REFERENCE BOOK
Van Home, James, “Financial Management and Policy”, 12\textsuperscript{th} Ed, Pearson Education.
This involves preparation of a project report on the basis of 6-8 weeks training in any organisation. The student has to select a research topic as per specialization area and undergo relevant material / data and exposure pertaining to an organization. This course is a 3 credit course to be completed at appropriate time stipulated by BOS.
This course is a one credit course to be completed at appropriate time stipulated by BOS. The student will make presentations on topics of academic interest.
Every student will carry out dissertation under the supervision of a guide. The topic of dissertation shall be approved by a committee constituted by the HOD. The method of evaluation including intermediate assessment shall be as evaluated by the pertinent BOS. The evaluation of work is continuous but award of grade is for 12 credits in the last term on the basis of total work.

- Under special circumstances, a student can be allowed to undertake dissertation work in industry / research lab / other University. The place of work has to be approved by AC.
- A candidate shall submit 4 copies of the Dissertation to the HOD on or before the specified date. The Report shall be in the format prescribed by the University.
- The earliest date for the submission of Report shall be THREE weeks before the closure of the semester in which the dissertation work credits have been registered for, and is expected to be completed, or as announced by the DAA.
- Extension of time beyond the announced last date for submission of the Dissertation may be granted by the DAA on the recommendation from the HOD.