

Annexure 1

STRUCTURE OF THE MBA PROGRAMME

The semester wise courses of the MBA Programme are listed below. The evaluation framework for each course comprises assignments and semester- end test.

	Course Code	Title of the Course	Marks	Credit
Semester 1	Course Code 1	Management Process and Organizational Behavior	30+70	4
	Course Code 2	Managerial Economics	30+70	4
	Course Code 3	Accounting for Manager	30+70	4
	Course Code 4	Information Technology in Management	30+70	4
	Course Code 5	Social Entrepreneurship and Project Management for MBA and MCoM	30+70	4
Semester 2	Course Code 1	Human Resource Management	30+70	4
	Course Code 2	Marketing Management	30+70	4
	Course Code 3	Financial Management	30+70	4
	Course Code 4	Legal Aspects of Business	30+70	4
	Course Code 5	Organisational Study	100	4
Semester 3	Course Code 1	Statistics for Management	30+70	4
	Course Code 2	Production and Operation Management	30+70	4
	Course Code 3	Business Research Methodology	30+70	4
	Course Code 4	Business Policy and Strategic Management	30+70	4
	Course Code 5	Cyber Security	30+70	4
<i>In 4th Semester, the learners have to select any one specialisation (four courses from Finance/ Marketing/ Human Resource Management). The area-wise courses are listed below-</i>				
Semester 4 (Compulsory Courses)	Course Code 1	Project Report	200	8
Semester 4 Finance Specialisation	Course Code 1	Investment Management	30+70	4
	Course Code 2	Strategic Management Accounting	30+70	4
	Course Code 3	Management of Financial Services	30+70	4

	Course Code 4	International Finance	30+70	4
Semester 4 Marketing Specialisation	Course Code 1	Sales, Distribution and Supply Chain Management	30+70	4
	Course Code 2	Service and Retail Marketing	30+70	4
	Course Code 3	Industrial and Rural Marketing	30+70	4
	Course Code 4	Consumer Behaviour	30+70	4
Semester 4 HRM Specialisation	Course Code 1	Industrial Relation and Labour Legislation	30+70	4
	Course Code 2	Organisational Change and Development	30+70	4
	Course Code 3	Performance Management and Compensation Management	30+70	4
	Course Code 4	Manpower Planning and Resourcing	30+70	4
Total Marks			2100	84 Credits

Annexure-II

Detailed Course wise Syllabus of MBA Programme

MBA DETAILED SYLLABUS

SEMESTER 1

COURSE CODE 1: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

Course Objectives

The objectives of the Course are to help the learners' in

- i. understanding the concepts of management and its evolution
- ii. outlining the functions of management
- iii. explaining the concepts of organizational behavior
- iv. understanding the contemporary issues in management

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. define the concept of management and describe its functions
- ii. explain principles and functions of management implemented in any Organisation
- iii. apply the knowledge of managerial functions in their day to day and professional lives
- iv. identify and explain the managerial skills used in business
- v. demonstrate the ability to directing, leadership and communicate effectively

Unit 1: Introduction to Management and Management Process: Importance and Basic Concepts of Management, Evolution of Management Thought, Principles of Management, Management Process and Functions and System View Concept of Management

Unit 2: Levels of Management and Functions of Management: Concept of Management, Functions of Management: Planning, Organizing, Staffing, Directing, Controlling, Coordination, Levels of Management and Managerial Skills and Indian Management Style and Tradition

Unit 3: Planning and Forecasting: Concept of Business Forecasting, Relationship between Planning and Forecasting, Methods of Forecasting, Meaning and Features of Planning, Importance of Planning, Types of Plans, Steps in Planning Process, Limitations of Planning and Terms Used in Planning Process

Unit 4: Organizing and Staffing: Meaning and Characteristics of Organising, Importance of Organising, Types of organisation, Span of Control, Types of Departmentation, Concept of Staffing and its importance and Features of Staffing

Unit 5: Controlling: Meaning and Importance of Control, Steps in Control Process, Types

of control, Dimensions of control, Resistance to control, Techniques of Managerial Control: Budgetary Control Techniques and Non Budgetary Control Techniques

- Unit 6: Appraising Human Resource:** Concept of performance appraisal, Objectives of performance appraisal, Features and advantages of effective performance appraisal, Traditional and modern methods of performance appraisal, Planning and career development, Features and benefits of career planning and Phases in the career of an employee
- Unit 7: Communication:** Meaning of communication and its features, Importance of Communication, Process of Communication, Internal Communication and External communication: Internal communication and External communication, Communication Channel, Barriers to communication, Good Communication: 10 commandments and Communication in Decision Making process
- Unit 8: Motivation:** Meaning of Motivation, Importance of Motivation, Early Theories in Motivation: Maslow's Need Hierarchy Theory, Mc Gregor's Theory X and Theory Y, Herzberg's Two Factor Theory, Modern Theories of Motivation: Alderfer's ERG Theory, Vroom's Expectancy Theory, McClelland's Theory of Needs, Goal Setting Theory, Reinforcement Theory, Techniques for Motivation: Financial Incentives and Non-financial Incentives
- Unit 9: Introduction to OB:** Historical perspectives of OB, Approaches to OB, Importance of OB, Relationship between management process and OB, frame work for learning OB, Challenges in OB, HRM and OB, Globalisation and OB
- Unit 10: Personality and Perception:** Concept of Personality and its determinants, Approaches to personality traits and dimensions, Personality attributes, Elements of the perceptual process, Importance and factors influencing perception and Challenges of performance appraisal
- Unit 11 : Values, Attitude and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence
- Unit 12 : Leadership:** Meaning and Features of Leadership, Importance of Leadership, Qualities of a Good Leader, Difference between Leader and Leadership Styles: Autocratic Leadership Style, Democratic Leadership Style and Free-Rein Leadership Style; Likert's Management System
- Unit 13: Group and Team:** Concept of Group and Group Dynamics; Types of Groups: Formal Group and Informal Group; Concept of Group Behaviour: Group Norms, Group Cohesion Inter-Group Behaviour; Stages of Group Development, Group

Decision-Making; Team, Types of Team: Team Building and Managing Effective Team

Unit 14 : Power, Politics, conflict negotiation and stress: Introduction, Power, Politics, Conflict, Negotiations and Stress

Unit 15: Case study on Management Process and Organizational Behavior

References

- i. Gupta R.N. (2006). Business organisation and management, New Delhi, S. Chand & Company Ltd.
- ii. P. C. Tulsian & Pandey Vishal (2008). Business organization and management. New Delhi, Pearson Education Ltd.
- iii. Knootz Harold & Wehrich Heinz (2007). Essentials of management: An international perspective. New Delhi, Tata McGraw Hill.
- iv. Massie Joseph (2007). Essentials of management. New Delhi, Prentice – Hall of India Pvt. Ltd.
- v. Dutta M. (2002). Management Control System. New Delhi, S. Chand & Company Ltd.

COURSE CODE 2: MANAGERIAL ECONOMICS

Course Objectives

The objectives of the Course are to help the learners' in :

- i. understanding the concepts of managerial economics
- ii. outlining the aspects of demand, supply, production and various costs
- iii. explaining the concepts of competition
- iv. understanding the contemporary issues in economic environment

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. apply the knowledge of the mechanics of supply and demand to explain working of markets
- ii. describe how changes in demand and supply affect markets
- iii. able to analyze the concept of price and non-price competition used by the sellers.
- iv. explain relationships between production and costs
- v. define key characteristics and consequences of different forms of markets
- vi. with the help of economic data, they can use them in various economic concepts and models and find out and compare the economic situations of the country.
- vii. concretize economic problems to be analyzed
- viii. understand how theoretical framework and actual empirical conditions are connected.

Unit 1 : Introduction to Managerial Economics:

Introduction, Meaning, Scope of Managerial Economics, Importance of the Study of Managerial Economics, Major Functions of a Managerial Economist.

- Unit2 : Demand Analysis:**Introduction, Meaning and Law of Demand, Nature and Types of Demand, Exceptions to the Law of Demand, Elasticity of Demand – Price Elasticity, Income Elasticity and Cross Elasticity.
- Unit3 : Demand Forecasting:** Introduction, Meaning of Forecasting, Level of Demand Forecasting, Criteria for Demand Forecasting, Methods or Techniques of Demand Forecasting, Demand Forecasting for New Products.
- Unit 4 : Supply and Market Equilibrium:**Introduction, Meaning of Supply, Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply, Elasticity of Supply, Market Equilibrium and Changes in Market Equilibrium
- Unit 5 : Consumer Behaviour:** Introduction, The Indifference curve technique, consumer equilibrium through indifference curve approach.
- Unit6 : Theory of Production:** Introduction, Meaning of Production, Production Function, Producer's Equilibrium, Expansion Path.
- Unit 7 : Cost Analysis:**Introduction, Types of Costs, Cost Function, Nature of Cost Curves in the Short Run, Long Run Cost Curves of a Firm.
- Unit8 : Objectives of a Firm:** Introduction, Profit Maximisation Model, Theory of a Firm – Cyert and March's Behaviour Theory, Marris' Growth Maximisation Model, Baumal's Static and Dynamic Models, Williamson's Managerial Discretionary Theory.
- Unit 9 : Revenue Analysis and Pricing Policies:**Introduction, Revenue – Meaning and Types, Relationship between Revenue and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Pricing Methods.
- Unit 10 : Market Structure: Perfect Competition:**Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Equilibrium of the Firm in the Short run, Equilibrium of the Industry in the Short Run, Long run Equilibrium of the Firm, Long run Equilibrium of the Industry.
- Unit 11: Market Structure: Imperfect Competition:** Monopoly, Equilibrium of the Monopoly – Short Run and Long Run, Price Discrimination under Monopoly, Monopolistic Competition, Equilibrium of the Monopolist – Short Run and Long Run, Excess Capacity, Concepts of Oligopoly and Duopoly.
- Unit 12 : Macro Economics and selected macro aggregates:**Introduction, National Income: Basic Concepts, Importance of the Study of National Income, Methods of Measuring National Income, Difficulties in Measurement of National Income, GDP

Deflator, Index Numbers: Concepts and Uses, Construction of Index Numbers, Base Shifting, Splicing and Deflating.

Unit 13 : Consumption Function and Investment Function: Introduction, Consumption Function, APC, MPC, Factors Affecting Consumption Consumption Function; Investment Function, Gross Investment, Net Investment, Induced Investment, Autonomous Investment, Marginal Efficiency of Capital, Relation between ROI and MEC.

Unit 14 : Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles – Samuelson’s Theory of Business Cycles, Hicks’ Theory, Measures to Control Business Cycles.

Unit 15 : Inflation, Deflation and Stagflation: Inflation- Meaning and Types, Effects of Inflation, Measures to control Inflation, Deflation- Meaning Causes and Effects, Anti Deflationary Measures, Stagflation – Meaning and Concept.

References:

- i. Ahuja, H.L. (2003). Advanced Economic Theory; New Delhi: S. Chand & Company Ltd., India.
- ii. Ahuja, H.L. (2006). Modern Economics; New Delhi: S. Chand & Company Ltd., India.
- iii. Ahuja, H.L. (2010), “Business Economics “, 11 th Editon, S. Chand & Company Ltd., India.
- iv. Chopra, P.N. (2008). Micro Economics; New Delhi: Kalyani Publishers.
- v. D. D. Chaturvedi, S. L. Gupta (2012), “Business Economics”, 3rd Edition, International Book House, India.
- vi. Dewett, K.K. (2005). Modern Economic Theory; New Delhi: S Chand & Sons.
- vii. Jhingan, M.L. (1986). Micro Economic Theory; New Delhi: Konark Publications

COURSE CODE 3: ACCOUNTING FOR MANAGERS

Course Objectives

The objectives of the Course are to help the learners in :

- i. understanding the concepts of accounting and its features
- ii. outlining the aspects of accounting mechanics
- iii. explaining the aspects of nature and role of the financial statements

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements
- ii. ability to read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance and position of a company
- iv. calculate various ratios

- Unit 1: Introduction to Financial Accounting:** Meaning of Accounting and Elements of Accounting, Book-keeping and Accounting- Difference, Accounting Process, Objectives of Accounting, Limitations of Accounting, Forms of business organisations, Choice of method of accounting – Cash and Accrual basis of accounting, and Computerized, Accounting System
- Unit 2: Accounting Concept, Principles and Policies:** Components of Financial Statements, Qualitative characteristics of Financial Statements, Fundamental Accounting Concepts, Accounting Principles, Meaning of Accounting Principles, Features of Accounting Principles, Need/ Importance of Accounting Principles, Accounting Policies, Generally Accepted Accounting Principles (GAAP), Accounting Standards Need for Accounting Standards, International Financial Reporting Standards
- Unit 3: Double Entry Accounting:** Transactions and Events, Accounting Equation, Meaning of Double Entry Accounting, Meaning of Debit and Credit, Classification of Accounts under Traditional Approach, Classification of Accounts under Modern Approach, Comparison of Traditional Approach with Modern Approach and Accounting Trail/Process/Cycle
- Unit 4: Ledger:** Concept of Ledger, Meaning of Ledger, Need and Subdivision of Ledger, Format of a Ledger Account, Distinction between Journal and Ledger, Ledger Posting, Meaning of Posting and Procedure for Balancing of an Account
- Unit 5: Subsidiary Books:** Purchases Book, Sales Book or Sales Day Book, Purchase Return Book or Return Outward Book, Sales Return Book or Return Inward Book, Bills Receivable Book, Bills Payable Book, Cash Book, Journal Proper and Bank Reconciliation Statement
- Unit 6: Trial Balance:** Concept of Trial Balance, Format of Preparing Trial Balance, Objectives of Preparing a Trial Balance, Methods of Preparing a Trial Balance, Adjusting Entries, Errors and their Rectification and Errors Disclosed and Not Disclosed by a Trial Balance and Steps to Locate the Errors.
- Unit 7: Presentation of Final Accounts:** Preparation of Final Accounts, Trading Account, Profit and Loss account, Preparation of profit and loss account, Distinction between Trading and Profit and Loss A/c, Format of Profit and Loss Accounts, Closing entries for Preparation of Profit and Loss Account, Balance Sheet
- Unit 8: Management Accounting:** Meaning of Management Accounting, The Role of

Management Accounting, Management Accounting Framework, Functions of Management Accounting, Tools of Management Accounting, The Balanced Scorecard, Cost Management System, Merits and Demerits of Management Accounting and Distinction between Management Accounting and Financial Accounting

- Unit 9: Ratio Analysis:** Meaning of Ratio, Steps in Ratio Analysis, Classification of Ratios, Advantages of Ratio Analysis and Limitation of Ratio analysis
- Unit 10: Financial Statement:** Financial Statement, Profit and Loss Account, Meaning of Fund Flow Statement, Ascertainment of Flow of Funds, Technique of Preparing Funds Flow Statement, Schedule of Changes in Working Capital, Adjusted Profit and Loss account and Funds Flow Statement
- Unit 11: Cash Flow Statement:** Meaning of Cash Flow Statement, Purpose of Cash Flow Statement, Preparation of Cash Flow Statement, Format of Cash Flow Statement (AS3: Revised Method), Cash Flow from Operating Activities, Cash Flow Statement under Direct Method ,Different between Cash Flow Analysis and Fund Flow Analysis and Uses of Cash Flow Statement
- Unit 12: Cost:** Meaning of Cost, Objective of Costing, Methods of Costing, Technique of Costing, classification of Cost, Elements of Cost and Statement of Cost Sheet
- Unit 13: Marginal Costing and Break-Even Analysis:** Concept of Marginal Costing, Features of Marginal Costing, Characteristics of Marginal costing, Application of Marginal Costing, Advantages and Limitations of Marginal Costing, Absorption Costing, Difference between Absorption Costing & Marginal Costing, Cost Volume Profit (CVP) Analysis, Break Even Analysis, Profit Volume Ratio, Margin of Safety, Angle of Indices and Target Profit
- Unit 14: Budgetary Control:** Meaning of a Budget, Budgetary control, Objectives of Budgetary control, Essential features of Budgetary control, Steps in Budgetary control, Types of Budgets, Merits of Budgetary control and Limitations of Budget Control
- Unit 15: Standard Costing:** Definition & Meaning of Standard Costing, Difference between Standard cost and Budgetary control, Establishment of Standards, Advantages and Limitations of Standard Costing, Standard Hour & Standard Cost Card, Variance analysis, Classification of variance analysis: Material cost variance, Labor Cost variance and Overhead Cost variance.

References:

- i. Ashis Bhattacharya (2006), “Financial Accounting”, Prentice hall of India Pvt. Ltd, New Delhi.
- ii. B. B Dam and H C Gautam, ‘Theory and Practice of Financial Accounting’, Capital Publishing Company, Guwahati.
- iii. Hanif and Mukherjee (2003), ‘Financial Accounting’ , Tata McGraw Hill Education.
- iv. Jain & Narang (2006),“Accounting Theory and Management Accounting”,Kalayani Publishers.
- v. P.C Tulsian (2002) , ‘Financial Accounting’ , Pearson Education India.
- vi. R. L. Gupta and M. Radhaswamy (2017), “Advance Accountancy”, Sultan Chand & Sons, New Delhi.
- vii. S. N. Maheshwari (2014), “Financial Accounting”, Vikash Publishing House Pvt. Ltd., New Delhi.

COURSE CODE 4: INFORMATION TECHNOLOGY IN MANAGEMENT

Course Objectives

The objectives of the Course are to help the learners’ in:

- i. understanding the concepts of Information Technology
- ii. explaining the learn the features and advantages of LibreOffice software suite, and develop proficiency in using its components, including Writer, Calc, Impress, and Base.
- iii. acquiring practical skills in document formatting, spreadsheet calculations, presentation design, and database management using LibreOffice tools.
- iv. understanding the concept of internet, internet tools and Management Information System

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. use LibreOffice suite to create, edit, format, and present documents, spreadsheets, and presentations, as well as to manage databases, using templates, styles, formulas, and advanced formatting features.
- ii. to work with internet and use internet tools
- iii. use Management Information System in their work.

UNIT 1 : Information Technology: Areas of Information Technology, Advantages and Disadvantages of Information Technology, Application of Information Technology

UNIT 2: Introduction to LibreOffice: Overview of LibreOffice software suite and its features, Advantages of using LibreOffice as an alternative to proprietary software, Installation and configuration of LibreOffice on different platforms

- UNIT 3: Getting started with Writer:** Launching Writer and creating a new document, Navigating the Writer interface and understanding the different components of the document window, Entering and formatting text, applying font styles, and working with paragraphs, Saving, closing, and opening existing documents in different formats
- UNIT 4: Working with templates and styles in Writer:** Creating and using document templates for consistent formatting and layout, Creating and modifying paragraph and character styles for consistent text formatting, Managing styles in the Styles and Formatting dialog box
- UNIT 5: Formatting documents in Writer:** Adding and formatting images, tables, and other objects in a document, applying advanced formatting options, such as page borders, columns, and page backgrounds, Using Writer's built-in tools for spell-checking, grammar-checking, and language translation
- UNIT 6: Introduction to Calc:** Overview of Calc and its features as a spreadsheet program, Launching Calc and creating a new spreadsheet, Navigating the Calc interface and understanding the different components of the worksheet window, Entering and formatting data, applying cell formatting, and working with formulas
- UNIT 7: Working with functions and formulas in Calc:** Using built-in functions and formulas for common calculations in Calc, creating custom functions and formulas for complex calculations, using conditional formatting to highlight data based on certain criteria
- UNIT 8: Advanced formatting and charting in Calc:** Applying advanced formatting options, such as conditional formatting, data validation, and custom number formats, Creating and modifying charts to visualize data in different ways, Using Calc's built-in tools for filtering, sorting, and analyzing data
- UNIT 9: Introduction to Impress:** Overview of Impress and its features as a presentation program, Launching Impress and creating a new presentation, Navigating the Impress interface and understanding the different components of the slide window, Adding and formatting slides, applying transitions, and customizing presentation setting
- UNIT 10: Working with multimedia and animations in Impress:** Adding images, audio, and video to a presentation, Creating and modifying animations to enhance visual effects, Using Impress's built-in tools for recording and rehearsing presentations
- UNIT 11: Introduction to Base:** Overview of Base and its features as a database management

tool, Launching Base and creating a new database, Navigating the Base interface and understanding the different components of the database window, creating tables, forms, queries, and reports using Base's built-in tools

UNIT 12: Working with Internet: Introduction to Internet, Internet Architecture, Evolution of Internet, Basic Internet Terminologies, getting connected to Internet, Application of Internet

UNIT 13: Internet Tool: Web Browsers, Web Server, Electronic Mail, Search Engines, World Wide Web, Internet Security, Types of Attack and Malicious Software

UNIT 14: Management Issues in MIS: Concept of MIS, Information Security and Control, Quality Assurance, Ethical and Social Dimensions, Intellectual property rights as related to IT services/IT products and Managing Global Information systems.

References:

- i. Parameswaram, R. (2010), 'Computer Applications in Business'. S. Chand & Company.
- ii. Rajaraman, V. (2013), 'Fundamentals of computer', Practice Hall India Learning Private Ltd.
- iii. Saxena, Sanjay & Chopra, P. (2006), 'Computer Application in Management', Vikash Publication House Pvt. Ltd.

<https://documentation.libreoffice.org/assets/Uploads/Documentation/en/GS7.0/GS70-GettingStarted.pdf> **Social**

COURSE CODE 5: Social Entrepreneurship and Project Management

Course Objectives:

- To be able to define the field of social entrepreneurship and key traits of social entrepreneurs.
- To be able to describe and apply key theories and concepts the field of social entrepreneurship.
- To understand the key elements and functions of project management

Course Outcomes:

- This course will enable the learners to understand social entrepreneurship and livelihood means for sustainable development.
- This course focuses on optimum utilization of available resources.

UNIT 1: ENTREPRENEURSHIP

Meaning of Entrepreneur; Characteristics of an Entrepreneur; Emergence of Entrepreneurial Class; Role of Entrepreneurs in Economic Growth; Meaning, concept of Entrepreneurship; entrepreneurial leadership and Motivation

UNIT 2: THEORIES OF ENTREPRENEURSHIP

Economic Theory; Sociological Theory; Dynamic Entrepreneurship Innovation Theory; Leibenstein's X- efficiency Theory; Theory of Profit

UNIT 3: SOCIAL ENTREPRENEURSHIP

Meaning, Concepts, Importance of Innovation in the social development sector; Entrepreneurship Development Programmes- Meaning and Importance; Institutions providing Entrepreneurship Development Programmes in India; Banking and Microfinance

UNIT 4: SOCIAL ENTREPRENEURSHIP IN NORTHEAST INDIA

Social Sector Perspectives and Interventions; Role of Entrepreneurship Development Programmes in Context of North- East Region; Local Economy and Training Indigenous Entrepreneurs.

UNIT 5: SOCIAL ENTREPRENEURSHIP AND LIVELIHOODS

Joint ventures in social entrepreneurship, public private joint ventures, partnerships for power, solidarity and benefit sharing, ownership rights within joint ventures, addressing dilemmas of corporate and international joint ventures for livelihoods

UNIT 6: SOCIAL SECURITY AND LIVELIHOODS

Strategies through Networking and Partnerships, Livelihood Policy, Livelihood security through

five-year plans MGNREGA- understanding from socio-political, cultural perspectives, impact, People's participation and democratic governance.

UNIT 7: PROJECT MANAGEMENT AND SOCIAL ENTREPRENEURSHIP

Meaning of Project management; Social Entrepreneurship as an emerging concept in corporate India and skills in Project Management, Government bodies and Voluntary Sector, Social Entrepreneurship Models

UNIT 8: PROJECT LIFE CYCLE

Phases- Conception/ Formation Stage; Definition/Build-up Phase; Acquisition/Production Phase; Operation Phase; Divestment/Termination Phase

UNIT 9: PROJECT ASSESSMENT

Assessment tools for social mapping, budget analysis, monitoring and evaluation of pro-people policies and projects supported by public and private funds, Diversity Mapping within organizations and groups; outreach of programme implementation process, Ecological debts, Environment and Social Costing; Financial Analysis

UNIT 10: LEADERSHIP AND RESOURCE PLANNING IN PROJECT MANAGEMENT

Leadership styles, processes, motivation, strategies, leadership roles in sustaining projects, leadership and communication, leadership in vulnerable sectors, people's leadership and ethics,

Forward backward linkages between resource groups, fund raising, fund allocations, resource mobilization plans,

UNIT 11: VALUE-CO CREATION

Synergy between products, people and process, innovations for market and for social capital creation, valuing abilities within disabilities, social inclusion with exclusive rights of marginalized categories, Quality driven initiatives and alternative development models.

UNIT 12: NETWORKING

Tools of social resource mapping and utilization process, Livelihood networks based on ecosystems, Solidarity networks, Community networks, Outcome mapping through networks, power and networking, role of communication in networking.

UNIT 13: RURAL DEVELOPMENT AND SOCIAL ENTERPRISE

Rural Development – Theories and Concepts, The Role of Social Enterprises in Rural Development, Models of Community Participation, Government Policies, Schemes, and Institutions, Public-Private Partnerships for Rural Change, Impact Assessment in Rural Development Projects

UNIT 14: SOURCES OF FINANCE FOR SOCIAL ENTERPRISES

Grants, Donations, and Crowdfunding, International and Domestic Grants, Online and Community Crowdfunding, Social Venture Capital & Impact Funds, Venture Philanthropy

Microfinance and SHGs, Institutional Finance (NABARD, SIDBI, MUDRA, etc.), Bank Linkages and Priority Sector Lending, Innovative Instruments (Green Bonds, Social Bonds)

UNIT 15: MARKETING OF PRODUCTS AND SERVICES BY SOCIAL ENTERPRISES

Principles of Marketing in Social Enterprises, Rural and Agri-Marketing Challenges, Distribution and Supply Chains in Rural India, Pricing Strategies for Low-Income Markets

Social Marketing (Changing Attitudes and Behaviours), Role of Branding, Communication, and Digital Marketing, Case Studies: Rural Marketing Successes, Building Sustainable Customer Relationships

Basic Reading List:

1. Khanka. S. S. (2013). “Entrepreneurial Development” S. Chand & Co. Ltd., Ram Nagar, New Delhi.
2. Donald F. Kuratko, (2014). Entrepreneurship – Theory, Process and Practice”, 9th Edition, Cengage Learning.
3. Abyad, Abdulrazak (2018), Project Management, Motivation Theories and Process Management, Middle East Journal of Business, Oct. 2018, Vol. 13, Iss. 4
4. PetarJovanović, Ivana Berić, (2018), Analyses of the available Project Management Methodologies, Journal of Sustainable Business and Management Solutions in Emerging Economies, 2018/23(3)

SEMESTER 2

COURSE CODE 1: HUMAN RESOURCE MANAGEMENT

Course Objectives

The objectives of the Course are to help the learners in

- i. understanding the concepts of HRM
- ii. outlining the functions of HRM
- iii. understanding the contemporary issues in international HRM

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. critically assess existing theory and practice in the field of HRM
- ii. Effectively manage and plan key human resource functions within organizations
- iii. Examine current issues, trends, practices, and processes in HRM
- iv. Contribute to employee performance management and organizational effectiveness
- v. Develop, implement, and evaluate employee orientation, training, and development programs.
- vi. Problem-solve human resource challenges

Unit 1: Introduction to Human Resource Management: Concept of Human Resource Management, Evolution of Human Resource Management, Functions of Human Resource Management, Scope of Human Resource Management, Difference between Human, Resource Management and Personnel Management, Role of HR Executive and Challenges of Human Resource Management

Unit 2: Human Resource Planning: Concept of Human Resources Planning, Features of Human Resource Planning, Objectives of Human Resource Planning, Importance of Human Resource Planning, HRP Process, Methods of Demand Forecasting, Methods of Supply Forecasting, Labour Wastage and Essentials for the success of Human Resource Planning.

Unit 3: Recruitment and Selection: Concept of Recruitment, Factors affecting Recruitment, Sources of Recruitment, Recruitment Policy, Concept of Selection, Selection Process, Selection tests, Concept of Evaluation, Placement and Induction, Concept of Evaluation and techniques of Evaluation, Concept of Placement and Induction

Unit 4: Training and Development: Concept of Training and Development, Meaning and

significance of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences between Training and Development and Evaluation of Training and Management Development between Training and Development and Evaluation of Training and Management Development

Unit 5: Performance Appraisal: Concept of Performance Appraisal, Need for performance appraisal, Types of Appraisal Methods, Benefits of performance appraisal and Reviews

Unit 6: Compensation Management I: Wage and Salary Administration, Definitions and Concepts, Need for sound salary administration, Objective of wage and salary administration, Guiding principles of wage and salary administration,

Unit 7: Compensation Management II: Factors influencing wage and salary administration, Methods of payment of wages, Concept of Rewards and Incentives, Types of wage incentive plans and Fringe Benefits

Unit 8: Job Evaluation: Concept of Job evaluation, Objectives of Job Evaluation, Techniques of Job Evaluation, Advantages of Job Evaluation, Limitations of Job Evaluation and Competency

Unit 9: Job Analysis and Design: Concept of Job Analysis, Purpose of Job Analysis, Process of Job Analysis, Methods of Job Analysis and Concept of Job Design

Unit 10: Grievance and Grievance Procedure: Concept of Grievance, Causes of Grievance, Forms and effects of grievance, Grievance handling procedure, Grievance handling procedure in Indian Industry and Need for Grievance Redressal Procedure

Unit 11 : Employee Misconduct and Disciplinary Procedure: Meaning and objectives of discipline, Principles for maintenance of discipline, Essentials of a good disciplinary system, Disciplinary Action, Punishment for disciplinary action and Procedure for disciplinary action

Unit 12: Human Resource Information System: Concept of Human Resource Information System, Components of Human Resource Information System, Types of Human Resource Information System, Applications of Human Resource Information System, Implementation of Human Resource Information System and Benefits of Human Resource Information System

Unit 13: Contemporary Challenges in HRM:The Job and Challenges, The New Professional Approach, Challenges in Human Resource Management, HR in Mergers and Acquisitions, New Organisational Forms, HR Professional as Change Agent.

Unit 14: Human Resource Management: Case Studies: Case 1: Baibhab International, Case 2: Coca Cola, Case 3: Hindustan Unilever, Case 4: When an employee says he is HIV Positive, Case 5: Training - so difficult!!!

References:

- i. Seema Sanghi (2011), 'Human Resource Management', India, Macmillan.
- ii. Dr C B Mamoria, S V Gankar: (2009); 'Personnel Management', India, Himalaya.
- iii. S K Sharma, (2009); 'Handbook Of HRM Practices Management Policies And Practices', Global India Publications Pvt. Ltd.
- iv. C S Venkata Ratnam, B K Srivastava, (1991); 'Personnel Management and Human Resource', Tata McGraw-Hill Education, India.
- v. Biswajeet Pattanayak (2004); 'Human Resource Management', India, Prentice Hall India Pvt.

COURSE CODE 2: MARKETING MANAGEMENT

Course Objectives

The objectives of the Course are to help the learners in

- i. understanding the core concepts of marketing management
- ii. outlining the aspects of marketing segmentation and targeting
- iii. classifying promotional tools
- iv. outlining key marketing concepts and its application to different markets
- v. identifying factors and processes essential for designing marketing strategy
- vi. analyzing and examine the implementation of marketing concepts and strategy to firms
- vii. understanding the global issues in marketing

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. identify the scope and significance of Marketing
- ii. examine marketing concepts and phenomenon to current business events
- iii. coordinate the various marketing environment variables and interpret them for designing marketing strategy for business organisations
- iv. illustrate market research skills for designing innovative marketing strategies for business organisations
- v. practice marketing communication skills relevant to the corporate world.
- vi. plan, prepare and deliver a sales presentation or pitch that addresses the needs of the client.

- vii. apply entrepreneurial strategies to identify and respond to new career opportunities
- viii. employ the management techniques of planning, organizing, directing, and controlling of marketing functions and activities in response to the business needs of the organization.

Unit 1 : Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations

Unit 2 : Marketing Environment: Introduction, Environmental Scanning, Analyzing the Organization's Micro Environment and Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning

Unit 3 : Consumer Buying Behaviour: Introduction, Characteristics, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models

Unit 4 : Business Buying Behaviour: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process

Unit 5 : Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P)

Unit 6 : Marketing Mix: Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control.

Unit 7 : Product and Brand Management: Introduction, Concept of product, Classification of Products, Product-Planning and Development, Product Diversification, PLC, Packaging and Labelling, Branding, Brand Equity, Brand Positioning and Brand Selection

Unit 8 : Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes

Unit 9 : Marketing Channels: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling

Unit 10 : Marketing Promotion I: Introduction, Define Promotion, Promotion Mix, Factors affecting Promotional Mix, Forms of Promotion: (i) Advertising

Unit 11 : Marketing Promotion II: Forms of Promotion: (ii) Sales Promotion, (iii) Personal Selling & (iv) Public Relation.

Unit 12 : Customer Relationship Management: Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organizations, Significance of Customer Relationship Management,

Unit 13 : Emerging Trends in Marketing: Emerging trends in Marketing: Customer Relationship Management, E-commerce marketing, Green marketing, Social Marketing, Rural and Developmental Marketing, Services Marketing.

Unit 14 : Case Study

References:

- i. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha (2007), “Marketing Management”, Pearson Education
- ii. V. S. Ramaswami and S Namakumari (2003), “Marketing Management”, Macmillan India Limited
- iii. Leon G. Schiffman, Laslie Lazar Kanuk (1997), “Consumer Behaviour”, Prentice Hall International edition, Ninth Edition
- iv. T N Chabra and S K Grover (2006), Marketing Management , Dhanpat Rai & Co., Delhi,
- v. Saxena Rajan (2007), Marketing Management 3rd Edition, Tata McGraw Hill Publication,
- vi. Kaptan S.S. and Pandey S (2004), Brand Imitation, Himalaya Publishing House

COURSE CODE 3: FINANCIAL MANAGEMENT

Course Objectives

The objectives of the Course are to help the learners in

- i. understanding the concepts of financial management
- ii. outlining the aspects of financial planning in short term and long term in terms of cash flow, fund flow and risk

- iii. explaining the concepts of capital budgeting, capital structure and working capital
- iv. understanding the financial system

Course Outcomes

Upon successful completion of the course, the learners will be able to: recognize the importance of financial management from a strategic perspective

- i. compute cost of capital and develop innovative financial strategies
- ii. analyze the capital structure decisions through relevant models 4) Discuss the dividend policy of a firm
- iii. interpret and illustrate the investment, financing and dividend policy decision making in an organization.
- iv. recall different procedures in deciding the best alternatives out of various alternatives.
- v. appraise different capital budgeting methods and their applications.

Unit 1 : Introduction to Financial Management : Financial Management : An Overview, Importance of Financial Management, Approaches to Finance Function, Aims of Finance, Function, Scope of Financial Management, Goals of Financial Management, Finance Decisions and Interfaces between Finance and Other Business Functions.

Unit 2 : Financial Planning: Meaning of Financial Planning, Objectives of Financial Planning, Benefits of Financial Planning, Steps in Financial Planning, Factors affecting Financial Planning, Estimation of financial requirements of a firm and Capitalization.

Unit 3 : Sources of Funds: Concept of Equity shares : its Advantages and disadvantages of equity capital, Right shares, Bonus shares, Retained earnings or internal accruals, Preference shares, Debentures, Types of Debentures, Term loan, Venture Capital Finance and Features of Capital Finance.

Unit 4 : Cost of Capital: Concept and Definition of Cost of Capital, Significance of Cost of Capital, Classification of Cost of Capital, Determination of Specific Cost and

Weighted Average Cost of Capital.

Unit 5 : Leverage : Meaning of leverage, Financial Leverage: its measures, degree and Impact of Financial Leverage on Investor's Rate of Return, Operating Leverage, Degrees of Operating Leverage and Combined effect of Financial and Operating Leverage.

Unit 6 : Capital Structure : Meaning and Definition of Capital Structure, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure.

Unit 7 : Capital Budgeting Decisions : Meaning of Capital Budgeting, Importance of Capital Budgeting, Types of Investments Decisions, Investment Criteria and Capital Rationing.

Unit 8 : Risk in Capital Budgeting: Meaning and Types of Risk, Methods suggested for accounting for risk in Capital Budgeting, Risk Adjusted Discount Rate, Certainty Equivalent Approach, Probability Distribution Approach, Sensitivity Analysis, Decision Tree Approach and Simulation Analysis.

Unit 9 : Capital Rationing: Meaning and concept of Capital Rationing, Problem and Assumption of Capital Rationing, Objective of Capital Rationing, Types and features of Capital Rationing, Steps involved in Capital Rationing and Methods of Capital Rationing

Unit 10 : Working Capital Management : Concepts and importance of working capital, Determinants of working capital, Operating cycle, Approaches for working capital management and Estimation of working capital

Unit 11 : Cash Management : Meaning and concept of Cash and Cash management, Importance and objectives of Cash Management, Models for Determining Optimal Cash Needs, Cash Planning, Cash forecasting and Budgeting, Methods of Accelerating Cash Inflows and Methods of Slowing Cash Outflows and Cash Budget

Unit 12 : Inventory Management : Meaning and characteristics of Inventory, Objective of inventory Management, Role of Inventory in working Capital, Purpose of Inventory, Cost associated with inventories, Inventory Management Techniques and Importance of Inventory Management Techniques.

Unit 13 : Receivables Management : Meaning of Receivables, Factors influencing the Size of Receivables, Objective of Receivables Management, Cost Associated with Maintaining Receivables, Credit policy Variables, Evaluation of credit policy and Forecasting the receivable.

Unit 14 : Dividend Decisions : Meaning and concept of dividend Decision, Determinants and types of dividend policy, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of dividends, Forms of Dividends and stock Split

References:

- i. P K Jain & M. Y Khan (2014); Financial Management : Text, Problems and Cases. Mcgraw Hill Education.
- ii. Prasanna Chandra (2011). Financial Management : Theory and Practice; McGraw Hill Education; 8 edition.
- iii. I.M Pandey(2010), Financial Management, Vikas Publishing House; 10th edition.

COURSE CODE 4: LEGAL ASPECTS OF BUSINESS

Course Objectives

The objectives of the Course are to help the learners in

- i. gaining knowledge of the branches of law which relate to business transactions and related matters
- ii. understanding the applications of these laws to practical commercial situations

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. demonstrate the rights and duties under various legal Acts.
- ii. apprehend consequences of applicability of various laws on business situations.
- iii. explain the laws relating to business transactions.

- iv. interpret the laws relating to business transactions
- v. skill to distinguish between legal and void contracts
- vi. comprehend the objectives of business laws
- vii. develop critical thinking through various regulations and use the use of law cases.

Unit 1 : **Introduction to Business Law :** Introduction, Meaning and Nature of Law, Sources of Indian Business Law, Indian Legal System, Mercantile Law.

Unit 2 : **Law of Contract:** Introduction, Objectives, Definition of a valid Contract, Offer and acceptance, Capacity to Contract, Consent, Consideration, Performance of Contract, Discharge of Contract, Breach of Contract and void agreements, Quasi Contracts, Freedom to Contract.

Unit3 : **Contracts of Guarantee and Indemnity:** Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, Surety.

Unit4 : **Contract of Bailment and Pledge:** Introduction, Definition of bailment, kinds of bailment, Bailor and bailee, termination of bailment, finder of lost goods, pledge or pawn, pledge by non owners, pledgor and pledgee.

Unit5: **Law of Partnership:** Introduction, meaning and nature of partnership, registration of firms, Partnership deed, Relations of Partners to one another, Relations of Partners to Third Parties, Changes in a firm.

Unit6 : **Law of Sales of Goods :** Introduction, Contract of Sale, Sales and agreements to sell, meaning of price, Conditions and warranties, Passing of property in Goods, Transfer of title by non owners, Performance of a contract of sale, unpaid seller and his rights, Remedies for breach of Contract

Unit7 : **Law of Negotiable Instruments:** Introduction, Object of the Act, Negotiable Instruments, Promissory Notes, Bill of exchange, Cheques; Negotiation, Presentment, Dishonour; Crossing of Cheques, Paying Banker.

Unit8 : **Formation of a Company :** Introduction, Formation of a Company, Stages of

Formation of Company, Documents required for incorporation, Types of Company, meaning of meetings and kind of Company, meaning of minutes, role of chairman, Postal ballot, Resolution and its different kinds.

Unit9 : **Regulatory Framework for Insurance :** Introduction, Concept and Importance of Insurance, Evolution and Development of Insurance in India, Fundamental Principles of Insurance, Double Insurance and Reinsurance , Concept and Importance of Life insurance, Concept of Marine Insurance, Concept and Features of Fire Insurance.

Unit10 : **Food Safety and Standards (Packaging and Labelling) Regulations, 2011:** Introduction, short title and commencement, Definitions under the Act, Product specific requirements, Labelling, Manner of declaration, Specific Requirements/ Restrictions on manner of labeling, specific restrictions on Product labels, Exemptions from labelling requirements.

Unit11 : **The Companies Act, 2013 :** Introduction, Objective and Scope, Important Definitions, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up of a Company.

Unit 12 : **Consumer Protection Act :** Introduction, Objective and Scope, Important Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies available to Consumers.

Unit13 : **E- Governance :** Introductions, Concept of E-Governance, Director Identification Number, Corporate Identification Number, Digital Signature Certificate, Important features, e-Form, Importance of MCA 21 projects.

Unit14 : **Regulation to Information :** Introduction, Right to Information Act, 2005, Information Technology Act, 2000, Electronic Governance and Secure Electronic Record, Digital Signatures and Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences, Limitations of the Information Technology Act, 2000.

References:

- i.** Arun Kumar Sen and Jitendra Kumar Mitra (1977) Commercial Law (including Company Law and Industrial Law); World Press Private Limited.
- ii.** R. P. Maheshwari and S. N. Maheshwari (2014) Principles of Mercantile Law; Himalaya Pub. House, New Delhi.
- iii.** N. D. Kapoor (2014) Elements of Mercantile Law; Sultan Chand & Sons.

- iv. K. C. Garg, V. K. Sareen, Mukesh Sharma & R. C. Chawla (2014) Mercantile Law; Kalyani Publishers.
- v. V. K. Sareen, Mukesh Sharma & K. C. Garg (2015) Business Law; Kalyani Publishers.
- vi. The Consumer Protection Act, 1986 (Bare Act)

COURSE CODE 5: ORGANISATIONL STUDY (100 MARKS)

Course Objectives

The objectives of the course are:

- i. helping the learners to develop an understanding of the functional areas of management in the context of an organization.
- ii. preparing the learners to have a grasp of environmental forces and the corresponding response of the organization
- iii. equipping the learners in documenting historical performance of an organisation and contemplation of innovative measures
- iv. offering an opportunity for the MBA learners to acquire knowledge skills and attitude pertaining to functional areas of management
- v. gaining deeper understanding in specific areas of application of management.

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. construct the company profile by compiling the brief history, management structure, products / services offered, key achievements and market performance for chosen organisation.
- ii. assess its Strengths, Weaknesses, Opportunities and Threats (SWOT) and understand the competitive profile.
- iii. determining the challenges and future potential for chosen organisation in particular and the sector in general; recommend measures for improvement of organsiational performances
- iv. apply various soft skills such as time management, positive attitude, information search and communication skills while collecting various data and information for conducting the various processes in submission of the report.

TOTAL MARKS: This is a 4 credit course. Total marks: 100.

SEMESTER 3

COURSE CODE 1: STATISTICS FOR MANAGEMENT

Course Objectives

The objectives of the Course are to help the learners in

- i. developing the student's ability to deal with numerical and quantitative issues in business
- ii. enabling the use of statistical, graphical and algebraic techniques wherever relevant. 3
- iii. understanding of Statistical applications in Management.

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis
- ii. understand and critically discuss the issues surrounding sampling and its significance
- iii. solve a range of problems using the techniques covered
- iv. conduct basic statistical analysis of data.

Unit 1: Introduction to Statistics: Meaning and Definition of Statistics, Frequency Distribution, Classification of Data, Types of Classification, Tabulation of Data, Advantages or Importance of Tabulation, Different Parts of Table, Types of Tables, Calculation of Class Frequencies and Formation of Frequency Distribution Table, Methods of Presenting Statistical Information

Unit 2: Statistical Survey: Definition of Statistical Survey, Stages of Statistical Survey, Planning of a Statistical Survey, Execution of Statistical Survey, Basic terms used in Statistical Survey, Collection of data, Primary Data, Secondary Data, Pilot Survey and Scrutiny and Editing of Secondary data

Unit 3: Measure of Central Tendency: Arithmetic Mean (or Mean), Geometric Mean, Harmonic Mean, Median, Mode and Quartile

Unit 4: Measures of Dispersion: Concept of Dispersion- Range, Quartile Deviation, Mean

Deviation, Standard Deviation, Coefficient of Variation

- Unit 5: Probability:** Basic Terminologies, Classical Definition of Probability, Axiomatic Approach to Probability and Some Theorems on Probability
- Unit 6: Conditional Probability:** Conditional probability, Multiplication theorem of probability, Law of probability, Baye's Theorem
- Unit 7: Random variables and Prability Distribution:** Random Variables, Discrete Random Variables, Continuous Random Variables, Probability Distribution of Random Variables, Mean and Variance of Random Variables.
- Unit 8: Theoretical Distribution –I:** Bernoulli Trial, Binomial (and Bernoulli) Distribution and Poisson Distribution
- Unit 9: Theoretical Distribution II:** Continuous Probability Distribution, Normal Distribution, Properties of Normal Distribution, Standard Normal Variate.
- Unit 10: Simple Correlation and Regression:** Correlation Analysis, Correlation and Causation, Types of Correlation, Methods of Measuring Correlation, Karl Pearson's correlation coefficient method, Spearman's Rank Correlation Coefficient, Probable error of correlation coefficient, Coefficient of determination, Regression Analysis, Regression Lines, Standard Error Of Estimate
- Unit 11: F-Distribution and Analysis of Variance (ANOVA):** Assumptions For F-Test, Properties Of F-Distribution, Applications Of F-Distribution, Hypothesis Testing for Difference between Two Population variances, Analysis Of Variance, Assumptions Of Analysis Of Variance, Classification Of Analysis Of Variance
- Unit 12: Sampling and Population:** Concept of Population and Sample, Basic Principles of Sample Survey, Different Steps in a Sample Survey, Errors in Surveys, Types of Sampling, Selection of Random Samples, Simple Random Sampling, Stratified Random Sampling, Systematic Random Sampling, Uses of Systematic Sampling, Cluster Sampling
- Unit 13: Testing of Hypothesis:** Statistical hypothesis: Null hypothesis and Alternative hypothesis, Errors in Hypothesis Testing, Level of Significance and Critical Region, One -Tailed and Two-Tailed Tests, General Procedure for Hypothesis Testing, Testing of Hypothesis in case of Large Samples, Testing of Hypothesis in

case of Small Samples

Unit 14: Chi-Square Test: The Chi-Square (χ^2) Distribution, Applications of χ^2 Test- χ^2 Test of Goodness of Fit, χ^2 Test for Independence of Attributes, χ^2 Test for a Specified Population Variance and χ^2 Test of Homogeneity

Unit 15: Business Forecasting: Prediction, Projection and Forecasting, Steps in Business Forecasting, Methods Of Business Forecasting, Theories of Business Forecasting, Utility of Business Forecasting and Reliability of Business Forecasting

References:

- i. Rao. G. Shanker, Probability and Statistics, Universitis Press.
- ii. Statistics, R.S.N. Pillai and Bagavathi S. Chand and Company Ltd. New Delhi-110055.

COURSE CODE 2: PRODUCTION AND OPERATIONS MANAGEMENT

Course Objectives

The objectives of the Course are to help the learners in

- i. understanding the concepts of production and operations management
- ii. outlining the aspects of process design, plant location, plant layout
- iii. explaining the concepts of purchasing and inventory management
- iv. understanding the issues in management of quality

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. classify process design options
- ii. understand the core features of the operations and production management function at the operational and strategic levels, specifically the relationships between people, process, technology, productivity and quality and how it contributes to the competitiveness of firms.
- iii. explain the various parts of the operations and production management processes and their interaction with other business functions
- iv. utilize the techniques of inventory management in solving inventory management problems

Unit 1: Production and Operation Management Functions: Evolution of Production and Operations Management, Concept of Production, Production System, Production Management, Operations Management, Managing Global Operations and Scope of

Production and Operations Management

- Unit 2: Operations Management:** Introduction, Operations Management and Strategy, Achieving Operations strategies through Excellence, Tools for Implementation of Operations
- Unit 3: Operations Strategy:** Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy, Case-lets
- Unit 4: Forecasting:** The Strategic Importance of Forecasting, Benefits, Cost implications and Decision-making using forecasting, Classification of Forecasting Process, Selection of the Forecasting Method, Qualitative Methods of Forecasting, Quantitative Methods, Associative Models of Forecasting and Accuracy of Forecasting
- Unit 5: Product Design, Process Planning and Design:** Product Design and Analysis, new product development, steps in product design, Factors to Consider in Product Design, Process planning and design- selection of process, process selection decisions, process planning design, Steps in Process Planning, Process Design-process research, capacity consideration.
- Unit 6: Capacity Planning:** Introduction- Capacity Planning, Types of Capacity, Measures of Capacity, Capacity Planning Strategies, Flexibility in Capacity in a facility, Increasing the capacity of a plant, Estimating Capacity of a Facility, Capacity Planning: Evaluation of Alternatives, Equipment selection & investment decisions comparison of alternatives
- Unit 7: Facility Location:** Factors influencing plant location, break-even analysis, single facility location problems, multi facility location problems, minimax location [problems, gravity location problem, Euclidean-distance location problem, covering problem, model for warehouse location problem
- Unit 8: Plant Layout and Materials Handling:** Plant Layout, Classification of layout, layout design procedures: systematic layout design procedures, Computerized Relative Allocation of Facilities Technique (CRAFT), CRAFT Procedure, application of CRAFT, Automated Layout Design Program (ALDEP), Computerized Relationship Layout Planning (CORELAP), Algorithm and Models

for Group Technology, Materials Handling Systems

- Unit 9: Materials Management and Inventory Control:** Integrated Materials Management, Components of Integrated Materials Management: Materials Planning, Inventory Control, Purchase Management, Stores management, Inventory Control: Inventory decisions, Costs Trade-off, Models of Inventory, Operation of Inventory System, Quantity Discount, Implementation of Purchase Inventory Model.
- Unit 10: Materials Requirement Planning:** Product Structure/ Bill of Materials (BOM), Concept of Materials Requirement Planning (MRP):Need for MRP,MRP Process, Important Terminologies in MRP, Benefits of MRP, Limitations of MRP, Implementation of MRP, Problems related to MRP, Production systems suitable for MRP implementation; Lot Sizing in Materials Requirement Planning (MRP), Capacity Requirement Planning, Manufacturing Resource Planning (MRP- II)
- Unit 11: Production Planning and Control:** Definition – Objectives of production Planning and Control (PPC): Functions of production planning and control (PPC) – Elements of production control: Routing; scheduling; dispatching; follow-up or expediting; techniques of control; PERT, Types of production Planning and control System, effective PPC, advantages PPC
- Unit 12: Work Study:** Introduction to Method Study and Time Study, Foundation of Work Study, components of Work Study, Time study standards, work sampling
- Unit 13: Quality Control:** Introduction to Quality Control, Organization for quality control, Classification of quality control techniques, process capability, process variations distribution, type of data, six sigma
- Unit 14: Maintenance Management:** Objectives and types of Maintenance, Maintenance Policy, Need for replacement, Criteria for Replacement, Replacement problems, Reliability, Determination of Maintenance crew size and Information system for Maintenance Management
- Unit 15: Modern Management Production Management Tools:** Just in Time Manufacturing –Introduction and overview, push/pull production, Total Quality Management- scope, benefits; ISO 9000 Series- Benefits and steps in ISO 9000 Registration; Poka Yoke- characteristics, levels and classification of Poka Yoke; Kaizen –elements and classification of Kaizen, steps in implementation of Kaizen Blitz; Business Process Reengineering (BPR) : steps and applications; supply chain management, Enterprise Resource Planning (ERP).

References:

- i. K. Aswathappa K.S. Bhat(2015),Production and Operations Management, Himalaya Publishing House.
- ii. K. Bedi(2013),Production and Operations Management, Oxford University Press.
- iii. S.N. Chary(2017), Production and Operations Management, TataMcGraw Hill Publishing Company Limited.
- iv. R. Panneerselvam(2012),Production and Operations Management, Prentice Hall of India Private Limited.
- v. B Mahadevan (2010), Operations Management-Theory and Practice, Pearson India, India

COURSE 3: BUSINESS RESEARCH METHODOLOGY

Course Objectives

The objectives of the Course are to help the learners in

- i. understanding the concept and process of business research in management.
- ii. know the use of tools and techniques for exploratory, conclusive and causal research.
- iii. understand the concept of literature review, research problem and formulation of research hypotheses, measurement and scaling and sampling.
- iv. use statistical techniques for analysis of research data.

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. relate the concept and process of business research in business environment.
- ii. familiar to the use of tools and techniques for exploratory, conclusive and causal research.
- v. apply concept of concept of literature review, research problem and formulation of research hypotheses, measurement and scaling and sampling.
- iii. interpret the result of statistical techniques for analysis of research data

Unit 1: Introduction to Research: Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study.

Unit 2: Research Design: Meaning of Research Design, Nature and Classification of

Research Designs, Exploratory Research, Descriptive Research Designs, Experimental Designs and Errors affecting Research Design

- Unit 3: Literature Review:** Defining Secondary Data, Definition and Purpose of literature Review, Types of Literature Review, Process of Literature Review and examples of Literature Review
- Unit 4: Research Problem and Formulation of Research Hypotheses:** Defining the Research Problem, Management Decision Problem and Marketing Research Problem, Problem Identification Process, Components of the Research Problem, Formulating the Research Hypothesis and contents of a Research Proposal and Types of Research Proposal
- Unit 5: Primary and Secondary Data:** Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method
- Unit 6: Measurement and Scaling:** Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement
- Unit 7: Sampling:** Sampling Error and Non-Sampling Error, Sampling Design Process, Non- Probabilistic and Probabilistic Sampling Technique, Nonprobability Sampling Technique, Probabilistic Sampling Technique and determination of Sample Size
- Unit 8: Questionnaire Design:** Questionnaire method; Types of Questionnaires and Questionnaire Design Process
- Unit 9: Data Processing and Analysis:** Processing of Data, Editing of Data, Types of editing of Data, Coding of Data and Tabulation of Data
- Unit 10: Univariate and Bivariate Analysis of Data:** Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data, Measures of Central Tendency, Measures of Dispersion, Graphical Analysis of Nominal scale data with only one possible response, Descriptive Analysis of Bivariate data and analysis of Nominal scale data with multiple category responses
- Unit 11: Testing of Hypotheses:** Concepts in Testing of Hypothesis, Steps in testing of hypothesis, Applications of Hypothesis Testing, test of Single Mean (Large Sample), Test of Single Mean (Small Sample), Test of Difference between Means (Large Sample), Test of Difference between Means (Small Sample), Test of Single Population (Large Sample) and tests for Difference between Two Population

Proportions

Unit 12: Chi-square Analysis: Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions

Unit 13: Analysis of Variance: Introduction of Analysis of Variance, One-way ANOVA, Two-way ANOVA, Design of Experiments, Principles of Design of Experiments, Completely Randomized Design (CRD), Randomized Block Design (RBD) and Factorial Design

Unit 14: Research Report Writing: Meaning and Significance of Report Writing, Types of research reports, Structure of the research report, Report writing: Formulation rules for writing the report, Guidelines for presenting tabular data and guidelines for visual Representations

Unit 15: Ethics in Research: Meaning of Research Ethics; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research

References:

- i.** Malhotra, N.K. and Dash, S. (2011). Marketing research: An Applied Orientation (6th edition), New Delhi: Pearson Education.
- ii.** Shields, Patricia; Rangarjan, Nandhini (2013). A Playbook for Research Methods: Integrating Conceptual Frameworks and Project Management. Stillwater, Oklahoma: New Forums Press. ISBN 1- 58107-247-3.
- iii.** Kakati R. P. and Choudhury S. (2013), Measuring Customer-Based Brand Equity Through Brand Building Blocks for Durables, The IUP Journal of Brand Management, Vol. X, No. 2, pp.24-42 4.
- iv.** Kothari, C.R. and Garg, G.(2014), 'Research Methodology - Methods and Techniques', New Age International Publishers 5. Malhotra. N.K.(2011), Marketing Research – An Applied Orientation, Pearson Education

COURSE CODE 4: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Course Objectives

The objectives of the Course are to help the learners in-

- i.** understanding the concept of strategy formulation and implementation by exploring the functions and nature of general management.
- ii.** developing skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration

- iii. exposing participants to various perspectives and concepts in the field of Strategic Management
- iv. helping participants develop skills for applying these concepts to the solution of business problems
- v. helping students master the analytical tools of strategic management.

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning.
- ii. apply understanding for the theories, concepts and tools that support strategic management in organizations.
- iii. build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level.
- iv. enhanced ability to identify strategic issues and design appropriate courses of action.

Unit 1: Introduction to Business Policy: Overview of Business Policies, Feature / Characteristics of Policy, Importance / Role of Business Policies, Definitions: Policy, Procedures, Process, Programmes, Types of Policies, Business Policy Statements and Corporate Culture

Unit 2: Business Policy and Decision Making: Concept of Business Policy, basic features of Business policy, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management and Business Policy and Decision Making

Unit 3: Introduction to Strategic Management: Historical development and Evolution of strategic management in India, concept and definition of Strategy, Levels at which strategy operates, Strategic Decision Making, The process of strategic management and Strategists and their role in strategic management

Unit 4: Strategic Intent: Concept of strategic intent, stretch, leverage and fit, Concept of Vision, Defining Vision, Benefits of having Vision, the advantages / benefits of Vision, Process of envisioning and defining Mission, characteristics of Mission statement, definition of Business, Business Models and their relationship with

strategy

- Unit 5: Environmental Analysis and Appraisal:** Concept of Environment, Nature of Environment, Internal and External Environment, Classification of External Environment, Concept of Environmental Scanning, Approach of Environmental Scanning, Factors Affecting Environmental Scanning and techniques and measures of Environmental Scanning
- Unit 6: Organizational Appraisal:** Concept of Organisational Analysis, Characteristics of Organisational Analysis, Strategic or Competitive Advantage, Factors in Organizational Analysis and Methods and Techniques in Organization Analysis
- Unit 7: Corporate Level Strategies-I:** concept of Corporate Level Strategies-Expansion Strategies, stability Strategies, Retrenchment Strategies, Combination Strategies, Concentration strategies; Concept of Integration strategies- Horizontal Integration and Vertical Integration; Diversification strategies - Concentric Diversification, Conglomerate Diversification, Need for Diversification Strategies, Risk of Diversification and Successful Diversification Stories(for reference)
- Unit 8: Corporate Level Strategies-II:** Internationalization Strategies, Porter Diamond Model, Types of International Strategies, Advantages and Disadvantages of Expansion through Internationalization, Strategies for Local Companies Competing with Global Companies and Emergence of the Indian MNC.
- Unit 9: Business Level Strategies:** Foundation of business level strategies, Industry structure and positioning of firm in industry, Generic business strategies, Tactics for business strategies: Timing Tactics, Market Location tactics, Business strategies for different Industry Conditions
- Unit 10: Strategic Analysis and Choice:** Strategy Analysis and its Importance, Process of Strategic Choice, focusing on Strategic Alternatives, analyzing the Strategic Alternatives, choosing from the Strategic Alternatives; Tools and Techniques for Strategic Analysis
- Unit 11: Strategy Implementation:** Concept of Strategy Implementation, Nature of strategy Implementation, Barriers to strategy Implementation, Model of Strategy implementation, Project Implementation: Project management and Strategy Implementation, Procedural Implementation: Regulatory Mechanism in India and Resource Allocation
- Unit 12: Structural Implementation:** Concept of Structure, Structure and Strategy, Stages of Development of Organizations, Types of Organizational structures,

Organizational Design and Change; Information system and Control system and Reward system

Unit 13: Behavioural Implementation: Stakeholders' Relationship Management, Social Responsibility and Strategic Management, Business Ethics and its Importance

Unit 14: Functional and Operational Implementation: Functional strategies, Functional Policies and Plans, Marketing Policies and Plans, Production/Operations Policies and Plans, Human resource policies and plan, Information management plans and policies.

Unit 15: Strategic Evaluation and Control: Concept of Strategic Evaluation, Nature of Strategic Evaluation, Importance of Strategic Evaluation, Process of Strategic Evaluation, Strategic Control, Operational Control: process of Evaluation and Techniques of Strategic Evaluation and control

References:

- i. Chakraborty, SK; Foundations of Managerial Work- Contributions from Indian Thought; Himalaya Publishing House, 1989, Mumbai, pp 61-81
- ii. Alan R. Andreasen and Philip Kotler, Strategic Marketing for Non Profit Organisations 6th Edition, Pearson Education, 2003,
- iii. Porter, Michael and Kramer, Mark; "Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility", Harvard Business Review, December 2006
- iv. Sisodia, Rajendra S ; Wolfe David B; and Sheth, Jagdish N; "How world class companies profit from Passion and Purpose – Firms of Endearment "; Sound View Executive Book Summaries, Vol. 29 No. 7, part 3, July 2007.(Wharton School Publishing 2007).
- v. Cherunilam Francis (2015), Business Policy and Strategic Management, Himalaya Publication House, New Delhi

COURSE CODE 1: CYBER SECURITY

Course Objectives

- To introduce learners to the basic concepts, terminology, and threat landscape of cyber security.
- To develop awareness of cyber crimes, social media scams, online frauds, and social engineering attacks.
- To explain the legal, ethical, and regulatory frameworks related to cyber security and cyber crimes.
- To familiarise learners with data privacy, data security, cyber security management, compliance, and governance.

Course Outcomes

- The learners will be able to identify key concepts, threats, risks, vulnerabilities, and attack methods in cyber security.
- The learners will be able to analyse different forms of cyber crimes, online frauds, social media scams, and social engineering attacks.
- The learners will be able to explain cyber laws, legal provisions, ethical issues, and case studies related to cyber security.
- The learners will be able to evaluate issues related to data privacy, data protection, cyber security management, audit, compliance, and governance.

Detailed Syllabus

Unit No	Unit Name	Content
Unit 1	CYBER SECURITY: Navigating Cyberspace	Cyber security increasing threat landscape; cyber security terminologies—cyberspace, attack, attack vector, attack surface, threat, risk, vulnerability, exploit, exploitation, hacker; non-state actors; cyber terrorism
Unit 2	Cybersecurity: National Infrastructure	Protection of end user machine; critical IT and national critical infrastructure; cyber warfare; case studies
Unit 3	CYBER CRIMES 1	Cybercrimes targeting computer systems and mobiles; data diddling attacks; spyware; logic bombs; DoS; DDoS; APTs; virus; Trojans; ransomware; data breach
Unit 4	CYBER CRIMES 2	Online scams and frauds; email scams; phishing; vishing; smishing; online job fraud; online sextortion; debit/credit card fraud; online payment fraud
Unit 5	CYBER CRIMES 3	Cyberbullying; website defacement; cyber-squatting; pharming; cyber espionage; cryptojacking; darknet—illegal trades, drug trafficking, human trafficking
Unit 6	SOCIAL MEDIA SCAMS & FRAUDS	Social media scams and frauds; impersonation; identity theft; job scams; misinformation; fake news; cyber crime against persons—cyber grooming, child pornography, cyber stalking
Unit 7	SOCIAL ENGINEERING ATTACKS	Social engineering attacks; cyber police stations; crime reporting procedure; case studies
Unit 8	CYBER CRIME AND LEGAL LANDSCAPE 1	Cybercrime and legal landscape around the world; IT Act, 2000 and its amendments; limitations of IT Act, 2000
Unit 9	CYBER CRIME AND LEGAL LANDSCAPE 2	Cybercrime and punishments; cyber laws; legal and ethical aspects related to new technologies—AI/ML, IoT, blockchain, darknet and social media
Unit 10	CYBER LAWS AND CASE STUDIES	Cyber laws of other countries; case studies
Unit 11	DATA PRIVACY AND DATA SECURITY 1	Defining data, metadata, big data, non-personal data; data protection; data privacy and data security; Personal Data Protection Bill and its compliance; data protection principles; big data security issues and challenges
Unit 12	DATA PRIVACY AND DATA SECURITY 2	Data protection regulations of other countries—General Data Protection Regulation (GDPR), 2016; Personal

		Information Protection and Electronic Documents Act (PIPEDA); social media—data privacy and security issues
Unit 13	CYBER SECURITY MANAGEMENT	Cyber security plan; cyber security policy; cyber crisis management plan; business continuity; risk assessment
Unit 14	CYBER SECURITY COMPLIANCE AND GOVERNANCE	Types of security controls and their goals; cyber security audit and compliance; national cyber security policy and strategy

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- Whitman, M. E., & Mattord, H. J. (2018). *Principles of information security*. Cengage Learning.
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SEMESTER 4

COURSE CODE 1: FIELDWORK/INTERNSHIP/PROJECT STUDY (200 MARKS)

The objective of the Fieldwork/Internship/Project Study is to help the learners acquire ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work. The duration of this component is six months. The learners need to submit a Project Synopsis/Proposal of Topic/Option of their choice followed by a Progress Report at the end of the fourth semester.

The Fieldwork/Internship/Project Study carries 200 marks and it is mandatory to submit the Project Report before the completion of the programme. (Annexure IV)

FINANCE SPECIALIZATION

COURSE CODE 1: INVESTMENTS MANAGEMENT (Elective)

- Unit 1: Investment – A Conceptual Framework:** Investment process, risks of investment and the common mistakes made in investment management
- Unit 2: Investment Environment:** Features and composition of money market and capital market, money market, capital market instruments and financial derivatives
- Unit3: Risk and Return:** Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return
- Unit 4: Fundamental Analysis:** Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis
- Unit 5: Technical Analysis:** Tools of technical analysis, important chart formations or price patterns and technical indicators
- Unit 6: Efficient Market Hypothesis:** Concept of ‘Efficient Market’ and its implications for security analysis and portfolio management.
- Unit 7: Valuation of bonds and shares:** Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds
- Unit 8: Portfolio Management – Risks and Returns:** Concept of portfolio and portfolio management, concept of risk, types of portfolio management
- Unit 9: Markowitz Portfolio Selection Model:** Concept of portfolio analysis and

diversification of risk. Also discusses Markowitz Model and Efficient Frontier

- Unit 10: Capital Asset Pricing Model (CAPM):** Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model
- Unit 11: Sharpe-The Single Index Model:** Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk
- Unit 12: Factor Models and Arbitrage Pricing Theory:** Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.
- Unit 13: International Portfolio Investments:** Investment avenues for foreign portfolio investors, risks and returns associated with such investment.
- Unit 14: Mutual Fund Operations:** Mutual funds as a key financial intermediary, mobilizing savings and investing them in capital markets.
- Unit 15: Case Studies in Investment Management**

COURSE CODE 2: STRATEGIC MANAGEMENT ACCOUNTING (Elective)

- Unit 1: Standard costing** – concept and purpose, types of standards. Standard Setting, variance analysis.
- Unit 2: Budgetary control** – meaning and purpose, component of effective budgeting program. Performance budgeting.
- Unit 3: Zero-based budgeting** – concept, importance and relevance.
- Unit 4: Capital Budgeting-**An Investment Concept; Capital Budgeting Process; Cash Flow Estimation; Capital Budgeting Evaluation Methods: Discounted Cash Flow Methods and Non-discounted Cash Flow Methods; The Ranking of Investment Projects; Post-investment Audit
- Unit 5: Responsibility Accounting in Decentralized Organization:** Decentralization; Advantages and Disadvantages of Decentralization; Responsibility Accounting System; Types of Responsibility Centres; Traditional vs. Contemporary Responsibility Accounting; Limitations of Traditional Responsibility Accounting; Activity Based Management.
- Unit 6: Transfer Pricing in Decentralized Organization:** Transfer Pricing: Transfer Price; Objectives of Transfer Price; Transfer Pricing Methods: Cost-Based Transfer Prices, Market-Based Transfer Prices, Negotiated Transfer prices, Dual Transfer Pricing;

Choosing the Right Transfer Pricing Method; Transfer price for Service Departments; Multinational Transfer pricing; Behavioral Implications of Transfer Pricing.

Unit 7: Traditional Financial performance Measures: Divisional Profits, Cash Flow, Return on Investment, Residual Income; Limitations of Traditional Methods for Evaluating Segment performance; Non-financial Performance Measures; Throughput as a Non-financial performance Measure; Activity-Based Costing and performance Evaluation; Performance Evaluation in Multinational Selling.

Unit 8: Managing Productivity: Definition Productivity; Measuring Productivity: Partial and Total; Measuring Changes in Activity Efficiency: Activity Productivity Analysis, process productivity Analysis; Quality and Productivity.

Unit 9: Balanced Scorecard: Measuring Total Business unit performance – The BSC – Financial perspective – customer perspective – internal business process perspective – Learning and Growth perspective. Four perspectives and their sufficiency.

Unit 10: Benchmarking: Meaning – Benefits of Benchmarking analysis – Types of benchmarking – Benchmarking process – TQM and Benchmarking – Management accounting for benchmarking.

Unit 11: Responsibility centres – need for divisionalization, types of responsibility centres. Performance reports, responsibility accounting.

Unit 12: Behavioral aspects – segmented performance evaluation. Transfer pricing.

Unit 13: Activity Based Costing (ABC) systems – tracing costs from activities to products and services. Activity based management, activity cost drivers. ABC vs traditional costing.

Unit 14: Customer Account Profitability(CAP) analysis – meaning and need for CAP analysis. Managing customer profitability, managing relationships – customer costs in service companies.

Unit 15: Product Life Cycle(PLC) costing – PLC assessment, cost assessment; pricing and evaluation criteria for products at different stages of PLC. Using ABC for analyzing customer profitability.

COURSE CODE 3: MANAGEMENT OF FINANCIAL SERVICES

Course Objectives

The objectives of the Course are to help the learners in-

- i. introducing students to the world of financial services
- ii. understanding of the fundamental concepts and working of financial service institutions
- iii. equipping with the knowledge and skills necessary to become employable in the financial service industry.

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. Apply conceptual, operational and managerial skills in the different specialized functional areas in Financial Service industry.
- ii. Take up the responsibilities in the functional areas of financial markets such as Mutual Funds, Banking, Capital Markets, Corporate Finance and other related areas.
- iii. take up self employment/ start-up ventures in various functional areas of financial services industry.

Unit 1: Introduction to Financial Services: Concept of Financial Services, Types of Financial Services, Features of Financial Services, Importance of Financial Services, Scope of Financial Services; Service providers in Financial Services sector, Commercial Banks, Non Banking Financial Companies(NBFC), Development Financial Institutions (DFI), Mutual funds, Insurance Companies; New financial products and services, Future of Financial Services in India

Unit 2: Indian Financial System: Financial System, Significance of the Financial System; Components of the Indian Financial System, Financial Institutions, Financial Markets, Financial Instruments; Functions of the Financial System, Role of the Financial System in Economic Development.

Unit 3: Money Market Instruments: Concept of Money Market, Characteristics of the Money market; Role and Importance of the Money Market; Money Market Instruments, Call and Short notice money, Commercial Paper, Treasury Bills, Certificate of Deposits (CD), Repurchase Agreements (REPO), Money Market Mutual Funds (MMMF); Recent developments in the Indian Money market, Deficiencies and problems in the Indian Money

market

- Unit 4: Capital Market:** Concept of Capital Market, Characteristics of Capital Market, Distinction between Money Market and Capital Market; Importance of Capital Market; Components of Capital Market; Primary Market/New Issue Market, Functions of Primary Market/ New Issue market, Issue Mechanism of an Initial Public Offer (IPO), Intermediaries and their Role in the New Issue Market; Shares, Difference between Shares and Stock, Types of Shares; Debentures/Bonds, Difference between Shares and Debentures, Types of Debentures/ Bonds
- Unit 5: Securities Trading, Stock exchanges & SEBI:** Securities Trading, Scrip-Based Traditional Trading/ Physical Trading, Scripless or Paperless Trading/ Dematerialization (Demat); Depository System, Activities of the Depository, Constituents in a Depository System, Role of Depositories in Dematerialization, Role of Depository Participants and Process of Dematerialization; Stock Exchanges, Major Stock Exchange of India, Functionaries of Stock Exchanges; Securities & Exchange Board of India (SEBI), Objectives of SEBI, Functions of SEBI, Organization of SEBI, Powers of SEBI.
- Unit 6: Indian Banking System and RBI:** Bank Its Meaning, Different kinds of Bank; Banking Structure in India, Types of Scheduled Commercial Banks; Commercial Banks and its Principles, Services provided by Commercial Banks; Reserve Bank of India and its Functions, Traditional Functions, Promotional Functions; Credit Control Measures of RBI, Quantitative Measures, Qualitative Measures
- Unit 7: Management of Risk:** Risk in Financial Services, Causes of Risks; Types of Risks in Financial Services; Difference Between Systematic and Unsystematic Risks; Risk Management by Financial Institutions, Typical Causes of Financial Crisis in Banks; Role of Technology in Risk Management.
- Unit 8: Merchant Banking Services:** Merchant Banking, Origin of Merchant Banking; Services of Merchant Banking, Project Counselling Services, Corporate Advisory Services, Corporate Restructuring Services, Capital Restructuring Services, Credit Syndication Services, Issue Management Services, Portfolio Management Services, Private Equity Services, Mezzanine Financing, Structured Product Services; Distinction between Commercial and Merchant Banks; SEBI Guidelines for Merchant Banking, Categories of Merchant Bankers and Capital Adequacy Requirement, Suspension/Cancellation of Registration, Code of Conduct; Merchant Banking in India
- Unit 9: Mutual Funds:** Mutual Funds Industry in India; Structure of Mutual Fund; Important Concepts of Mutual Fund; Classification of Mutual Fund, Classification by Operations, Classification by Investment Objectives, Other Funds; Advantages of Mutual Fund Investment; Disadvantages of Mutual Fund Investment; Guidelines for Mutual Funds, Guidelines Related to Mutual Fund Schemes, Mutual Funds Industry in India, Structure of

Mutual Fund; Important Concepts of Mutual Fund, Classification of Mutual Fund, Classification by Operations, Classification by Investment Objectives, Other Funds; Advantages of Mutual Fund Investment; Disadvantages of Mutual Fund Investment; Guidelines for Mutual Funds. Guidelines Related to Mutual Fund Schemes, Guidelines Related to Mutual Fund Investments, Guidelines Related to Winding up of Mutual Fund Scheme; Expenses Related to Mutual Fund Scheme, Guidelines Related to the Asset Management Company, Guidelines Related to Accounting Requirements.

Unit 10: Insurance Services and IRDA: Benefits of Insurance, Benefits to Insured, Benefits to Society, Benefits to the Nation; Basic Features of Insurance Contracts; Types of Insurance Products, Life Insurance, General Insurance; Structure of Indian Insurance Sector, Life Insurance Companies- Public Sector, Life Insurance Companies- Private Sector, Non-Life Insurance (General Insurance) Companies- Public Sector, Non-Life Insurance (General Insurance) Companies Private Sector; Insurance Regulatory Development Authority (IRDA)

Unit 11: Leasing and Hire Purchase: Concept and Classification of Lease, Classification on the Basis of Duration , Classification on the Basis of Nature ; Advantages of Leasing; Limitations of Leasing; Leasing Industry in India; Hire Purchase, Difference Between Hire Purchase and Installment sale, Difference Between Hire Purchase and Lease Financing.

Unit 12: Corporate Restructuring: Forms of Corporate Restructuring- Merger, Motives of Merger, Types of Mergers; Forms of Corporate Restructuring- Acquisitions/ Takeovers, Methods of Acquisition, Hostile Takeover; Financing Mergers and Acquisitions; Forms of Corporate Restructuring Divestitures/ Demergers, Methods of Divestiture/ Demerger; Forms of Corporate Restructuring- Buyouts ; Forms of Corporate Restructuring- Buyback of Securities , Reasons for Buyback of Shares, Advantages of Buyback of Shares, Limitations of Buyback of Shares

Unit 13: Securitization, Factoring and Forfaiting: Securitization, Parties Involved in Securitization Process, Steps in Securitization Process, Advantages of Securitization, Securitization in India; Factoring, Process of Factoring, Functions of the Factor, Benefits of Factoring; Difference Between Bill Discounting and Factoring; Forfaiting, Process of Forfaiting; Difference between Factoring and Forfaiting

Unit 14: Depository Custodial Services: Constituents of the Depository System, Functions of Depository, Advantages of the Depository System, Regulation with Regard to Depository System, Depository- NSDL & CDSL, Custodial Services, Distinction Between Depository and Custodial Services

Unit 15: Credit Rating Services: Features of Credit Rating, The Scope of Credit Rating; The Process of Credit Rating; Advantages of Credit Rating; Disadvantages of Credit Rating; Credit Rating Agencies in India; SEBI guidelines for Credit Rating Agencies in India

References:

- i. Financial Services (2011) by Thummuluri Siddaiah; Pearson Education.
- ii. Indian Financial System and Financial market operations (2017), by Jaydeb Sarkhel & Seikh Salim; McGraw Hill Education (India) Pvt. Ltd.
- iii. Financial Institutions and Markets, Structure, Growth and Innovations 6th Edition (2017) by L M Bhole and Jitendra Mahakud; McGraw Hill Education (India) Pvt. Ltd.
- iv. Financial Services 9th Edition (2018) by M Y Khan; McGraw Hill Education (India) Pvt. Ltd.
- v. Management of Banking and Financial Services (2014) by Padmalatha Suresh and Justin Paul; Pearson Education,3rd Edition.

COURSE CODE 4: INTERNATIONAL FINANCE (Elective)

- Unit 1: Financial Management in a Global Context:** Introduction, Finance Function, the emerging Challenges, Recent Changes in Global Financial markets
- Unit 2: Nature and measurement of Exposure and Risk:** Introduction, Exchange rate and Interest Rate Volatility, Exposure and Risk, Classification of Foreign Exchange Exposure and Risk, Accounting Treatment of transaction and Translation Exposure, Exchange rates, Interest Rates, Inflation rates and Exposure
- Unit 3: Balance of Payments:** Concepts and principles of balance of payments and its various components, The Current Account, Deficit and Surplus and Capital Account Convertibility, Importance of BOP Statistics
- Unit 4: International Monetary System:** Introduction, Exchange Rate Regimes, International monetary Fund (IMF), Problem of adjustment, Economic and Monetary Union (EMU)
- Unit 5: Global Financial markets and Interest Rate:** Introduction, Domestic and Offshore markets, Euro markets, Interest Rates in the Global Money markets, overview on Money Market Instruments
- Unit 6: Foreign Exchange Market:** origin of the concept of foreign exchange, Structure of Foreign Exchange Market, Types of Transactions and Settlement Dates, Exchange Rate Quotations and Arbitrage, Forward Quotations, Pricing Short Date and Broken Date Contracts, Foreign Exchange Market in India.

- Unit 7: Forward, Swaps and Interest Parity:** Introduction, Arbitrage without Transaction Costs, Arbitrage with Transaction Costs, Swaps and Deposit Markets, Interbank forward Dealing, Option Forwards, Forward-Forward Swaps, FSA, ERA and FXA, Forward Currency market and rates in India
- Unit 8: Currency and Interest Rate Futures:** Introduction, Future Contracts, Markets and the Trading Process, Future Price, expected Spot Price and Forward Prices, hedging and Speculation with currency Futures, Interest Rate Futures, Hedging and speculation with Interest Rate Futures
- Unit 9: Exchange Rate Determination:** Exchange rate movements, factors that influence exchange rates, movements in cross exchange rates, concepts of international arbitrage, interest rate parity, and purchasing power parity and the International Fisher effect.
- Unit 10: Foreign Trade Finance:** Concept of foreign trade finance, concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade
- Unit 11: Nature and Measurement of Foreign Exchange Exposure:** Nature and measurement of foreign exchange exposure, Types of exposures and the various types of translation methods.
- Unit 12: International Capital Structure:** International capital structure, cost of capital, the capital structure of MNCs, cost of capital in segmented versus integrated markets.
- Unit 13: International Capital Budgeting:** Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis
- Unit 14: International Taxation:** international tax system, principles of taxation, double taxation, tax havens and transfer pricing. International tax management strategy and Indian tax environment.
- Unit 15: Foreign Direct Investment, International Portfolio and Cross- Border Acquisitions:** flow, cost and benefits of Foreign Direct Investment. ADR and GDR, concept of portfolio, cases on cross border acquisitions.

MARKETING SPECIALIZATION

COURE CODE 1: SALES, DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT

Course Objectives

The objectives of the Course are to help the learners' in

- i. Explaining the concepts of sales management and
- ii. outlining the functions of personal selling and sales force management
- iii. explaining the concepts of wholesaling and retailing
- iv. understanding the recent trend in supply chain management

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. define the concept of sales management and describe its functions
- ii. apply the knowledge of personal selling and channel management in business.
- iii. understand & appreciate the diverse variables affecting the sales & distribution function
- iv. develop sales and distribution plans
- v. link distribution with other marketing variables

Unit 1: Introduction to Sales Management- Introduction, Concepts and importance of sales management, Role of Sales Management in Marketing, Nature and Responsibilities of Sales Management, Sales Management strategy.

Unit 2: Understanding Personal Selling and Sales Force Management- Introduction, Objectives, Process of Personal Selling, Sales force management, Sales Planning and Policies, Sales force Structure and Design, Recruitment and selection of Sales Force, Responsibilities of Sales Management

Unit 3: New Trends in Sales Management: Introduction, Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Challenges Faced by International Sales Managers

Unit 4: Channel management- Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels

Unit 5: Wholesaling: Introduction, Concept and Importance of Wholesaling, Types of Wholesalers, Functions of Wholesalers, Latest Trends in Wholesaling

Unit 6: Basics in Retailing- Introduction, Defining Retailing, Functions of Retailing, Classification of Retail Firm, Retail Industry in India- different Forms, Retailing Environment.

Unit 7: Emerging Concepts in Distribution Management: Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

Unit 8: The Basics of Supply Chain Management: Introduction, Definition of Supply

Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Process View of Supply Chain, Challenges in SCM

Unit 9: New Paradigm in Inventory and Purchase Management: Introduction, Definition, Self-certified Vendors, Green Channel Suppliers, Vendor Managed Inventory, Green Logistics

Unit 10: Planning Demand and Supply: Introduction, Demand Management, Demand Forecasting, Supply Management, Evolution of ERP in Supply Chain Management, Strategies for Enhanced Performance of Supply Chains

Unit 11: Procurement and Inventory Management: Introduction, Objectives of Procurement and Inventory Management, Procurement Cycle, Inventory Management, Inventory Costs, Types of Inventory Models, Inventory Control Systems, Tools of Inventory Management

Unit 12: Marketing and Logistic Management: Introduction, Customer Service, Costs and tradeoffs in Service Offerings, Service driven Logistic system, Supply Chain Performance.

Unit 13: Supply Chain Benchmarking- Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure

Unit 14: Recent Trends in Supply Chain Management: Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management

Unit 15: Case Study

References:

- i.** Varma Nidhi and Bajaj Chetan(2010), Retail Management.2nd edition, Oxford Univeristy Press
- ii.** Gibson and Vedamani, G.(2017), Retail Management.

COURSE CODE 2: SERVICE AND RETAIL MARKETING

Course Objectives

The objectives of the Course are to help the learners' in

- i. explaining the concepts of service marketing
- ii. outlining the functions of service marketing
- iii. explaining the concepts of retailing

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. clarify the concept and related terms in retailing.
- ii. identify different functions of retailing
- iii. comprehend the ways retailers use marketing tools and techniques to interact with their customers.
- iv. understand various formats of retail in the industry.

Unit 1: Introduction to Service Marketing: Definition and concept, Scope of services, Goods services continuum, Types of services – goods and services categorization, Industrial services, Segmentation, target marketing and positioning, Customer expectations and perceptions of services.

Unit 2: Service marketing mix – product, price, place, promotion, people, physical evidence and process.

Unit 3: Service quality: Dimensions of service quality, measuring service quality, Strategies for dealing with intangibility, inventory, inconsistency and inseparability, Building customer relationship through segmentation and retention strategies.

Unit 4: Service marketing triangle – external marketing, internal marketing, relationship marketing and interactive marketing.

Unit 5: 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

Unit 6: 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

Unit 7: 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

Unit 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

Unit 9: Retail Merchandising: Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process

Unit 10: Retail Pricing- Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

Unit 11: International Retailing- Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods

Unit 12: E-Tailing- Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing, Future of Electronic Retailing

Unit 13: Rural Retailing- Introduction, an Overview of the Indian Rural Market, Role of Rural retailing in India, Challenges in Indian Rural Market, Periodic Markets (Shanties/Haats/Jathras), Rural retail Players in India, Rural Retail Strategies, Future of Rural retailing

Unit 14: Case Study

References:

- i. Varma Nidhi and Bajaj Chetan(2010), Retail Management.2nd edition, Oxford Univeristy Press
- ii. Gibson and Vedamani, G.(2017), Retail Management.

COURSE CODE3: INDUSTRIAL AND RURAL MARKETING

Total Marks: 30+70=100

Course Objectives

The objectives of the Course are to help the learners' in

- i. Explaining the concepts of Industrial marketing
- ii. outlining the functions of rural marketing
- iii. explaining the concepts of social marketing

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. define the concept of industrial and rural marketing
- ii. identify opportunities in rural marketing
- iii. examine the rural marketing segmentation, the significance and problems of

regulated markets.

- iv. Analyse classification of markets and the role of regulated markets on marketing of agricultural products.
- v. enumerate the different types of product and pricing strategies in rural marketing

Unit 1: Introduction to Industrial Marketing: Concept and characteristics of industrial marketing,

Unit 2: Types of industrial markets – industrial buyer behavior. Strategic industrial marketing – marketing research.

Unit 3: Classification of industrial products and services: new product development and introduction. Industrial product management – pricing decisions in industrial markets.

Unit 4: Formulating channel strategies and physical distribution decisions: promotional strategies for industrial goods/services. Developing marketing strategies and programs for industrial goods/services.

Unit 5: Rural Marketing: A Conceptual Framework, Nature & Characteristics of Rural Market. Challenges & Opportunities, An Overview of Indian Rural Market.

Unit 6: Rural Consumer Behaviour: Characteristics of Rural, consumer Consumer Behaviour Roles, Factors influencing Purchase of Products in Rural Market.

Unit 7: Rural Marketing Research: Process of Research in Rural Markets, Sources and Methods of Data Collection, Data Collection Approaches in Rural Markets.

Unit 8: Segmenting, targeting, and positioning of Rural Markets: Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools.

Unit 9: Product, Pricing and Promotion strategy of Rural Markets: product mix decisions, competitive product strategies for rural markets. Pricing strategy – pricing policies, innovative pricing methods for rural markets. Promotion strategy – appropriate media and designing right promotion mix.

Unit 10: Distribution and logistics management: selection of appropriate channels – new approach to reach out rural markets.

Unit 11: Principles of Innovation for Rural Market: Need for Innovation in Rural Market, Role of Government & NGOs in Rural Marketing.

Unit 12: Rural and Urban Markets: A Comparative Analysis, Parameters Differentiating Urban & Rural Markets, Similarities and Differences in Consumer behaviour in

Rural & Urban Markets.

Unit 13: e-Rural Marketing: e-Choupal Model of ITC, IT for Sustainable Rural Development and E-Governance in rural market Corporate Sector in Agri-business: Cultivation, Processing & Retailing Organized Rural Retailing

Unit 14: Social Marketing: Corporate Social Responsibility and Rural Marketing, Consumer Education: Consumer Education and consumer movement in rural India. Role of government in Rural Marketing, Role of NGOs in Rural Marketing

References:

- i. Havaldar Krishna K (2005), Industrial marketing 1st ed., TATA McGraw Hill Publishing Company Limited, New Delhi.
- ii. C Krishnamacharyulu & R Lalitha (2008), Industrial Marketing: A Process of Creating and Maintaining Exchange, Jaico Book House.
- iii. Govindarajan M. (2003), Industrial Marketing Management, Vikas Publishing House Pvt Ltd.
- iv. Ghosh P.K. (2005), Industrial Marketing, Oxford University Press.
- v. Krishnamoorthy R. (2008), Introduction to Rural Marketing Himalaya Publishing House

COURSE CODE 4: CONSUMER BEHAVIOR

Course Objectives

The objectives of the Course are to help the learner's in

- i. understanding the concepts of personality and consumer behaviour
- ii. outlining the aspects of consumer perception, attitudes and learning
- iii. understanding the implications of social class and group influences on consumer buying behaviour

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. list various factors which influence consumer buying behaviour
- ii. understand concepts and theories of consumer behaviour.
- iii. interpret psychological and environmental influences that are relevant for understanding consumer behaviour.
- iv. apply important concepts and theories in developing viable marketing strategies.
- v. develop and categorize appropriate marketing strategies for different segments of

consumers

- Unit 1: Introduction to Consumer Behaviour and Consumer Research:** Introduction, Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Research Process
- Unit 2: Marketing Segmentation and Positioning:** Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Determining How Many Segments to Enter, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research
- Unit 3: Consumer Motivation:** Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research
- Unit 4: Consumer Perception:** Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions
- Unit 5: Consumer Learning, Memory and Involvement:** Introduction, Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity
- Unit 6: Consumer Attitudes:** Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies
- Unit 7: Consumer Behaviour and Marketing Communications:** Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications, source, message, message appeals, communication feedback
- Unit 8: Cultural Influences on Consumer Behaviour:** Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications

- Unit 9: Social Class and Group Influences on Consumer Behaviour:** Introduction, nature of Social Class, Social Class Categories, Money and Other Status Symbols, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership
- Unit 10: Diffusion of Innovation:** Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion
- Unit 11: Situational Influence on Consumer's Decision and the Decision Models:** Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System)
- Unit 12: Consumer Decision-making Process:** Opinion Leadership, Motivation Behind Opinion Leadership, Need of Opinion Leaders, Need of Opinion Receive, Opinion Leadership and Promotional Strategy, Diffusion and Adoption Process of Innovation, Diffusion Process, Adoption Process, Consumer Innovators, Consumer Decision Making, Levels of Consumer Decision Making, Consumer Gifting Behaviour
- Unit 13: Organizational Buying Behaviour:** Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles

References:

- i. Schiffman and Kumar (2015); Consumer Behaviour; Pearson Education India; 11th edition.
- ii. Schiffman, Leon G. (2010); Consumer Behavior; Pearson; Tenth edition.
- iii. Sahney S (2017); Consumer Behaviour; Oxford University Press.

HRM SPECIALIZATION

COURSE CODE 1: INDUSTRIAL RELATIONS AND LABOUR LEGISLATION

Course Objectives

The objectives of the Course are to help the learners in-

- i. understanding and applying the concept of industrial relations and the system in which it operates.
- ii. Making them aware of the various actors as part of the industrial relations
- iii. understanding the labor laws, issues and implications.

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. understand the present state of Industrial relations in India.
- ii. acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers' participation, grievance redressal, and employee discipline and dispute resolution.
- iii. understand the various processes and procedures of handling Employee Relations.
- iv. Student should be able to summarize the important provisions of Wage Legislations, in reference to Payment of Wages Act 1936, Minimum Wages Act 1948 & Payment of Bonus Act 1965

Unit 1: Industrial Relations: An Introduction: Meaning and definition of Industrial Relations (IR), Evolution of Industrial Relations (IR), Approaches to Industrial Relations (IR), Trade unionism, Bipartite and Tripartite bodies, Causes of Industrial Disputes, Nature of Industrial Dispute and Classification of Industrial Dispute

Unit 2: Influencing factors of IR: Factors Influencing IR, Employment Structure, Social Partnership and Role of Social Partners

Unit 3: Trade Unions: Growth of Trade Union in India, Legal Framework of Trade Unions In India, Distinctive Feature of Indian Labour and Employment Laws, Trade Union Recognition, Problems of Trade Unions, Employee Association: Membership and Financial Status and Trade Union Act

Unit 4: Industrial Dispute and Prevention & Settlement of Industrial Dispute: Nature and Scope Of Industrial Dispute, Causes and Consequences Of Industrial Dispute, Prevention and Settlement Of Industrial Dispute In India, Machinery for Settlement of Industrial Disputes, Nature and Cause Of Grievance and Grievance Redressal Procedure

Unit 5: Industrial Workers: Industrial Workers – Background, Education, Skills and Adjustments, Characteristics of Industrial Worker, Absenteeism and Influence of Trade Unions

Unit 6: Collective Bargaining: Meaning and Concept of Collective Bargaining, Objectives of Collective Bargaining, Features of Collective Bargaining, Strategies and Approaches to

Collective Bargaining, Collective Bargaining Process, Impact of Collective Bargaining and Workers' Participation In Management

- Unit 7: Workers Participation in Management:** Concept of Workers Participation in Management (WPM), Features and Objectives of Workers Participation in Management, Forms of Workers Participation in Management (WPM), Methods of Workers' Participation in Management, Merits and demerits of Workers Participation in Management, Workers Participation in Management in India and Making Workers Participation in Management Effective
- Unit 8: labour Welfare and Social Security:** Introduction to Labour Welfare, Evolution of Social Security Measures and Health and Safety Programmes
- Unit 9: Labour Legislation:** An Introduction: Labour Legislation -Its Background, Labour Legislation in the Pre-Independence Period, Labour Legislation in the Post Independence Period, International Labour Organisation-its structure, Objectives and principles of ILO
- Unit 10: The Indian Factories Act,1948:** Statutory agencies and their powers for enforcement of the Act, Health, Safety and Welfare Provisions, Provisions regarding Hazardous Work, Employment of young person and Penalties and Provisions
- Unit 11: The Industrial Disputes Act, 1947(Part A) :** Objectives of the act; Important definitions; Illegal Strikes and Lock-outs; Unfair Labour Practices
- Unit 12: The Industrial Disputes Act, 1947 (Part-B) :** History of the law of industrial disputes; Authorities under the Act and their duties; Reference of disputes; Procedure and powers of authorities; Award and settlement
- Unit 13: Workmen's Compensation Act, 1923 :** Object and scope of the Workmen's Compensation Act, 1923; Important definitions; Disablement; Employer's liability for compensation; Employer's liability when contractor is engaged; Commissioner; Compensation
- Unit 14: Employees' Provident Funds and Miscellaneous Provisions Act, 1952:** Scope and Applicability of the Act; Various schemes provided under the Act; Central Board and its constitution, functions and powers; State Board and their constitution; Duties and Powers of Inspectors appointed under the Employee's Provident Funds and Misc Provisions Act, 1952; Constitution and working procedure of Employees' Provident Fund Appellate Tribunal

References:

- i.** Misra S N (2016), Labour and Industrial Law, Central Law Publications, India, 2013
- ii.** Kumar H L, Labour Problems and Remedies, 13th Edition, Universal Law Publishing, India,
- iii.** Kumar H L (2016), Obligations of Employers: Under Labour Laws, 8th Edition, Universal Law Publishing, India,

iv. Sarma A M (2015), Aspects of Labour Welfare and Social Security, 12th Edition, Himalaya Publishing House, India,

COURSE CODE 2: ORGANIZATION CHANGE AND DEVELOPMENT

Course Objectives

The objectives of the Course are to help the learners in-

- i. emphasising and understanding the necessity for change
- ii. understanding the resistance to change and the process of change
- iii. familiarising the concepts and techniques of OD
- iv. Developing a basic understanding and fundamental knowledge of the models and theories of change management.
- v. Developing an overall awareness of change as relates to issues associated with operational change, process change, cultural change, technology change, strategic repositioning and human relations.

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. understand and utilize the competencies to induce and manage changes organisation, group and individual levels
- ii. understand the framework organisational development and its foundations
- iii. design and implement effective intervention strategies and

Unit 1: Introduction to Organisational development: Organisation Development: Meaning and Definition, History of Organisation Development, Relevance of Organisation Development for Managers, Characteristics of OD and Assumptions of OD

Unit 2: Change Process and Models: Introduction to Organisational Change, Forces of change – External and Internal Strategies for change, Theories of Planned Change, Action Research as a Process and Resistance to Change

Unit 3: Role of OD Practitioner: OD Practitioner, Role of OD Professional in Organisations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional

Unit 4: Process of OD: Process of OD: Introduction, Components of OD Program and OD program phases

Unit 5: Designing Interventions: Characteristics of OD Interventions, Levels of Diagnosis in Organizations: Organization-Level Diagnosis, Group –Level Diagnosis, Individual Level Diagnosis, OD Map and Factors Affecting Success of Interventions in Organizations

Unit 6: Values and Ethics in OD: Professional Values, Value Conflict and Dilemma, OD

Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD, Factors that Influence Ethical Judgement

- Unit 7: Issues Faced in OD:** Client-consultant Relationship, Issues Related to Client Relationships, Power, Politics and Organization Development, Operating in a Political Environment and Role of Power and Politics in the Practice
- Unit 8: Issues faced in Consultant Client Relations:** Organisational Consultants and the client system, Entry and Contracting, Diagnostic Skills, Consultant Client Relationship, Implications for Consultant's Behaviour, the dependency issue and Terminating the Relationship and Ethical Standards in O.D.
- Unit 9: Team and Intergroup Development Interventions:** Team Building Interventions: Introduction, Types of Team-Building Interventions and Intergroup Interventions
- Unit 10: Human Resource Interventions:** HRM Interventions, Goal Setting its Characteristics, Application, Management by Objectives, Effects of Goal Setting and MBO, Performance Appraisal, Reward Systems, Structural and Motivational Features of Reward Systems, Career Planning and Development, Managing Workforce Diversity and Employee Wellness
- Unit 11: Structural Intervention:** Socio-technical Systems, Self-Managed Work Teams, Stages of Socio-Technical Systems, benefits of Socio-technical Systems, Techno-structural Interventions, Types of Techno-structural Interventions and Physical Settings and OD
- Unit 12: Strategic Interventions:** Integrated Strategic Change, Trans-organisational Development, Merger and Acquisition, Culture Change, Self-Designing Organisations, Organisation Learning and Knowledge Management, Confrontation Meetings, System 4 Management and Learning Organisations
- Unit 13: Organisational Learning:** Learning Organization, Senge's Approach, Nonaka and Takeuchi's Approach, Executive View on Organizational Learning, Reality Checklist and Seven Steps of Initiating Organizational Learning
- Unit 14: Training Experience:** Sensitivity or T group training, Behavioural Modeling, Career Planning Intervention and Coaching and Mentoring
- Unit 15: Strategic Evaluation and Control:** Organisation Development and Globalization, Emerging Trends in OD, creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning and Trends within the Organization

References

- i. Wendell L. French, Cecil H. Bell, (2006), "Organization Development: Behavioral Science Interventions For Organization Improvement", Pearson Higher Education.
- ii. S. Ramnarayan & T V Rao (2011), "Organization Development: Accelerating Learning and Transformation", Sage India.

- iii. Madhukar Shukla (1999), "Understanding Organisation", Prentice Hall.
- iv. Kavita Singh (2010), "Organizational change and development", Excell Books.

COURSE CODE 3: PERFORMANCE MANAGEMENT AND COMPENSATION MANAGEMENT

Course Objectives

The objectives of the Course are to help the learners in-

- i. discussing the theories and the importance of developing practices which will enhance individual and organisational performance.
- ii. understanding the concepts, tools and processes to develop performance management systems in organisations.
- iii. learn basic compensation concepts and the context of compensation practice
- iv. understand the Legally required employee benefits.
- v. learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefit

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. identify necessary characteristics of performance management system.
- ii. design an appropriate performance management process in organization.
- iii. identify and communicate appropriately with employees to give performance feedback;
- iv. understand various performance management programs and appreciate attributes of effective performance management system
- v. recognize how pay decisions help the organization achieve a competitive advantage.
- vi. analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
- vii. demonstrate comprehension by constructing a compensation system

Unit 1: Introduction to Performance Management: Meaning and Concept of Performance Management, Prerequisites of Performance Management, Importance of Performance Management, Benefits of Performance Management system and Linkage of Performance Management to Other hr Processes

Unit 2: Process of Performance Management: Performance Management Process, Performance Management Planning Process, Mid-Cycle Review Process, and End-Cycle Review Process

- Unit 3: Performance Appraisal:** Meaning of Performance Appraisal, Benefits of appraisal, Conflict and confrontation, Process of performance appraisal, Methods of performance appraisal: Traditional Methods and Modern Methods of Performance Appraisals
- Unit 4: Performance Appraisal Feedback:** Introduction to Performance Appraisal Feedback, objectives of Performance Appraisal Feedback, Role and Importance of Performance Appraisal Feedback, types of Feedback, Principles of Performance Appraisal Feedback, situations Demanding Performance Appraisal Feedback, Components of a Feedback Process and Steps in Constructive Feedback
- Unit 5: 360-Degree Appraisal:** Concept of 360-Degree Appraisal, Purpose Of 360-Degree Appraisal, Impact Of 360 Degree Appraisal, Methodology Of The Appraisal System, Advantages and Disadvantages Of 360 Degree Appraisal and Process Of 360 Degree Appraisal
- Unit 6: Introduction to Compensation management:** Compensation Management, Compensation and Non-compensation Dimensions, Motivation and the Dimensions, 3P Concept in Compensation Management, Compensation as a Retention Strategy, Compensation for Special Groups and Significant Compensation Issues
- Unit 7: Wages and Salary Administration at Macro Level:** Wage Components, Types of Wages in India, Theories of Wage Determination, Factors Influencing Wage Compensation, Wage Policy, Institutional Mechanism for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision and ILO and Collective Bargaining and Union Role in Salary and Wage Administration
- Unit 8: Job Evaluation:** Compensation Strategy at the Micro Level, The Concept of Equity, Job Evaluation, Process of Job Evaluation, Methods of Job Evaluation and Problems of Job Evaluation
- Unit 9: Incentive Schemes:** Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives
- Unit 10: Benefits and Services:** Concept and nature of benefits, Classification of employee benefits, Employee benefit programs, Long term incentive plans, Strategic perspective on benefits, Factors influencing choice of benefit program, Administration of benefits and services and designing a Benefit program
- Unit 11: Voluntary Retirement Scheme:** Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees
- Unit 12: Pay Structures:** Pay based and Performance based structures, designing pay structures,

Comparison in evaluation of different types of pay structures, Designing pay ranges and bands, Significance of factors affecting pay levels, Confrontation Meetings, System 4 Management and Learning Organisations

Unit 13: Performance Linked Compensation: Performance management system (PMS), Importance of a PMS, Performance Appraisal, Purpose of Performance Appraisal, Performance Appraisal measurement system, Pay for performance, Pay for performance plans and Internal and external equity.

Unit 14: Compensation Strategy: New Thinking for the New Millennium: Pay the person, Reward excellence, Individualizing the pay system, Organizational and external factors affecting compensation strategies, Compensation strategies as an integral part of HRM and Compensation Policies

Unit 15: Rewards and Recognition: Concept of reward management, Reward and recognition policies, Reward strategy, Total reward approach, Reward management in service sector, Total reward framework of service industries in India, Factors affecting reward management policies in service sector and Designing reward strategy

References:

- i. Deb Tapamoy (2008), Compensation Management: Text and Cases, Excel Books
- ii. Mousumi S. Bhattacharya and Nilanjan Sengupta (2008), Compensation Management, Excel Books.
- iii. B. D. Singh(2017), Compensation and Reward Management , Excel Books.
- iv. Dipak Kumar Bhattacharyya (2014), Compensation Management, 2nd Edition, Oxford.
- v. Goel D(2012), Performance Appraisal and Compensation Management: A Modern Approach, Prentice Hall India Learning Private Limited.

COURSE CODE 4: MANPOWER PLANNING AND RESOURCING

Course Objectives

The objectives of the Course are to help the learners in-

- i. discussing the concepts of manpower planning, Manpower Forecasting and Human Resource Accounting.
- ii. understanding the concepts and processes Sourcing and Recruitment, Selection, Induction, Training and Development.
- iii. learning the concepts of Human Resource Development, Human Resource Research
- iv. understand the Recent trends in Human Capital Development

Course Outcomes

Upon successful completion of the course, the learners will be able to:

- i. discuss the concepts of manpower planning, Manpower Forecasting and Human Resource Accounting.
- ii. understand the concepts and processes Sourcing and Recruitment, Selection, Induction, Training and Development.
- iii. learn the concepts of Human Resource Development, Human Resource Research
- iv. understand the Recent trends in Human Capital Development

Unit 1: Introduction to manpower Planning: Definition and meaning of manpower planning, Levels of Manpower Planning, relationship between human resource management and human resource development,HRD mechanisms, processes and outcomes and HRD matrix

Unit 2: Manpower Planning and Resourcing: Need for manpower planning, Importance of manpower planning, Factors affecting manpower planning, Steps in manpower planning, Advantages of manpower planning, Obstacles to manpower planning and Successful manpower planning

Unit 3: Manpower Forecasting: Introduction to Forecasting, necessity for forecasting, Steps in forecasting, Demand forecasting techniques, Supply forecasting techniques, Forecasting accuracy and Benefits of forecasting

Unit 4: Planning and Organizing the HRD system: HRD Planning, HRD Philosophy, HRD Sub-systems, HRD Objectives, HRD Policies, HRD Action plan and Strategy, Organising the HRD System and Forms of HRD Organisation

Unit 5: Human Resource Accounting: Concept of Human Resource Accounting (HRA), Objectives of Human Resource Accounting, Advantages of HR Accounting, Limitations of HR Accounting, Approaches or Methods of Human Resource Valuation and Cost of Human Resources

Unit 6: Sourcing and Recruitment: Meaning of Recruitment, forces influencing Recruitment, Sources of Recruitment, Recruitment Process and e-recruitment

Unit 7: Selection: Concept of Selection, Selection Process, Selection Tests, Types of Selection Tests

Unit 8 Induction: Concept of Induction, Benefits of an Induction Program, Types of Induction, Designing an Induction Program, Documentation and On the-job Training

Unit 9: Training and Development: Meaning of training, Training objectives, Importance of training and development and Methods of training

Unit 10: Individual Development: Evolution of Individual Development, Role in Individual

Development, Responsibilities in Individual Development, Understanding Employees' Learning, learning organization and Improving Individual Development through Learning

Unit 11: Career Management: Concept of Career Management, Career Stages, Career Dynamics, Career Management Process, Career Management Policies, Career Planning Process, Talent Management and Succession Planning

Unit 12: Employee Turnover: Employee turnover, its causes and remedies, Cost of employee turnover, Importance of employee turnover, Employee exit process

Unit 13: Introduction to Human Resource Development: Meaning of HRD, Characteristics of HRD, Objectives and Benefits of HRD, Difference Between HRD and HRM and HRD Methods

Unit 14: Human Resource Research: Meaning of HR Research, Characteristics of HR Research, Objectives of HR Research and Importance and Methods of HR Research

Unit 15: Recent trends in Human Capital Development: Concept of Competency Mapping, Methods of Competency Mapping, Knowledge management, Concept of Training Outsourcing, Meaning and Importance of Management Development, Objectives of Management Development, Steps in Management Development Process and Methods of Management Development

References:

- i.** S. S. Khanka(2016); Human Resource Management: Text and Cases, , S. Chand, New Delhi.
- ii.** V S P Rao(2009); Human Resource Management: Text and Cases, , Excel Books.
- iii.** George W. Bohlander and Scott A. Snell, Cengage(2000); Principles of Human Resource Management, New Delhi.