

**Academic Regulations  
&  
Syllabus**

**With effect from 2021-22 Admission Batch**

**MBA PROGRAMME**  
(Under CBCS Semester System)



**UTKAL UNIVERSITY  
BHUBANESWAR**

## REGULATIONS

1. The Master of Business Administration (MBA) Programme, under CBCS, a full-time professional Degree Programme, shall have four semesters. After successful completion of all the four semesters; degree will be awarded to qualified students.

**2. Duration:**

The duration of the programme shall be two years with four semesters. Odd semesters will be from July to December (i.e. 1<sup>st</sup>, & 3<sup>rd</sup> semester) and even semester will be from January to May (i.e. 2<sup>nd</sup>, & 4<sup>th</sup> semester). The examination shall be held tentatively in the month of December and May for odd and even semesters respectively.

**3. Number of Papers (Semester wise):**

During the course a student has to take the following papers with marks along with their respective credits totalling to 132 credits as given below.

Semester	No. of Papers	Credit	Marks
I	8	32	800
II	8	32	800
III	9	36	900
IV	7	32	700

**4. Eligibility Criteria for Admission:**

The candidate should have passed graduation Examination of Utkal university, Bhubaneswar Odisha or its equivalent in any discipline with minimum 50% marks in aggregate with 5% relaxation for SC/ST/PWC students. The selection would be based on the career and written test with 30% and 70% weightage respectively.

**5. Attendance:**

A student has to attend a minimum of 75% of classes in a Semester to be permitted to sit for the semester examination. However, a student with 60% of attendance would be permitted for end semester examination with submission of a medical certificate.

**6. Classes:**

There will be approximately 40 classes of one hour duration for each 100 marks paper in a semester.

**7. Examination:**

A paper having no practical shall consist of three components as:

- (i) Mid-Semester Exam. 20%
- (ii) End-Semester Exam. 70%
- (iii) Continuous evaluation in terms of class tests, Quizzes, class participation etc. 10%

The papers having practical examinations shall consist of three components as:

- (i) Mid-Semester Exam. (Theory) 20%
- (ii) End-Semester Exam. (Theory) 50%
- (iii) Practical Exam. 30%

A candidate has to secure at least 40% marks both in theory and practical separately to pass the paper and 50% in aggregate in order to pass the examination. The class/division will be awarded on the average performance of the candidate in all the four semesters.

Particulars	For MBA
50% , but less than 60%	2nd Class
60% and above	1st Class

There shall be no provision for third class. A student securing less than 40% in any paper shall be required to sit for the said paper twice within two consecutive next end-term examinations. However, if a candidate has failed in aggregate, he/she shall have the option of appearing either in all papers or in specified paper (s) of his/her choice. His/her class test and Mid-term marks will remain valid. A student would be required to complete the course within **5 (five)** academic years from the year of admission.

**Special Examination:**

If a candidate fails to clear the paper(s), in two repeat chances, he/she has to sit for a special examination

(one chance). In that case his/her previous Mid-term, Class test and End-term marks of all papers in that semester will be cancelled. He/she will have to reappear at all components (class test, midterm test and end term test) again for all the papers in that semester. No more chances will be allowed to a student if he/she fails in the special examination. His/her studentship will be cancelled.

**Hard Case Rule:**

1% of grace mark subject to maximum of 5 (five) marks in single paper shall be given to pass in a semester. This shall be applicable in each semester. (\* maximum 8 mark out of total 800 and 10 mark out of 900 per semester)

**8. Evaluation process:**

**(i) Valuation System:**

The semester system of examination will have external system of valuation with 30 marks as internal examination/valuation and the result will be passed by the Conducting Board.

**(ii) Class Tests/ Quizzes/ Presentation:**

There shall be class tests/ quizzes/ presentation etc. for each paper carrying maximum of 10 marks.

**(iii) Mid Semester Examination:**

The duration of the examination will be of one hour and maximum marks will be 20 marks in a paper. The concerned faculty member should ensure that the coverage prior to mid-term examination is minimum first and second unit of the paper and the questions will be set from the covered units. The questions will be set in such a manner that to answer them knowledge of both the units will be required. If a candidate fails to appear or failed in the mid-term examination, with the permission of the concerned course teacher he/she can appear at the compensatory mid-term examination before the end semester examination. This would be held once only.

**(iv) End Semester Examination:**

The end semester examination will be held on consecutive days. There will be one sitting per day. The duration of the examination will be 3/2 hours for 70 /50 marks in a paper.

**(v) Question Paper Setting:**

The question paper should be set in such a manner that:

- a) The question paper should cover all the units.
- b) 20% of the question should be set from the first two units (covered till mid-term exam.).
- c) 60% of the question should be set from the last three units (covered after mid-term exam.).
- d) 20% for case study / situational Analysis shall be included in each paper

The questions for internal examinations shall be set by the faculty member teaching the subject, where as for the end-term examinations the questions shall be set by the University.

**(vi) Dissertation, presentation and viva-voce:**

During the 4<sup>th</sup> semester, each student will be required to prepare a dissertation on any topic/ problem of his/her interest under the guidance of a faculty member. The dissertation shall be evaluated for 70 marks and leaving 30 mark for presentation & viva-voce examination.

The written part of the dissertation will be evaluated by the internal as well as external examiners separately and the viva-voce will be conducted by the external examiner only. Absence in the viva will amount to failure in that paper.

**Grading System:**

Grade Mark Secured from 100 Points

Outstanding	‘O’	100-90	10
Excellent	‘E’	89-80	9
Very Good	‘A’	79-70	8
Good	‘B’	69-60	7
Fair	‘C’	59-50	6
Failed	‘F’	Below 50	0

*N.B. A Candidate has to secure 40% or above to pass in each of the Papers*

A transitory letter grade I (carrying points 2) shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into appropriate grade(s) as and when the results are complete. A student’s level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as:  
 SGPA - Semester Grade Point Average  
 CGPA - Cumulative Grade Point Average

(a) POINT - Integer equivalent of each letter grade

(b) CREDIT- Integer signifying the relative emphasis of individual course item(s) in a semester as indicated by the Course structure and syllabus

CREDIT POINT - (b) X (a) for each course item

CREDIT INDEX -  $\sum$  CREDIT POINT of course items

GRADE POINT AVERAGE -  $\frac{\text{CREDIT INDEX}}{\sum \text{CREDIT}}$

SEMESTER GRADE POINT AVERAGE (SGPA) =  $\frac{\text{CREDIT INDEX for a semester}}{\sum \text{CREDIT}}$

CUMULATIVE GRADE POINT AVERAGE =  $\frac{\text{CREDIT INDEX of all previous semester upto a semester}}{\sum \text{CREDIT}}$

In addition to the points, marks / percentage would also be awarded and shall also be reflected in the Mark Sheet.

The regulation is subject to modification as and when necessary. The Syllabus shall remain valid from 2021 Admission Batch onwards. The Regulation will supersede all previous regulations.

**\*N.B.**

***25 percentages of the courses in each paper shall be kept for self studies by the students. The concerned course teachers are required to declare the same in the classroom.***

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**Course structure as per Choice Based Credit System**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**DEPARTMENT OF BUSINESS ADMINISTRATION, UTKAL UNIVERSITY**

**Course structure as per Choice Based Credit System**

<b>Semester – 1</b>	<b>Semester – 2</b>
CP – 101. Organization Structure and Process CP – 102. Quantitative Techniques CP – 103. Managerial Economics CP – 104. Organization Behaviour CP – 105. Computer Applications for Mgmt CP – 106. Financial Accounting for Managers CP – 107. Business Communication CP – 108. Business & Corporate Laws.	CP – 201. Human Resource Management CP – 202. Operations Management CP – 203. Marketing Management CP – 204. Financial Management CP – 205. Economic & Business Environment CP – 206. MIS & DSS CP – 207. Research Methodology CP – 208. Cost and Management Accounting
<b>Semester – 3</b>	<b>Semester – 4</b>
CP – 301. Business Policy & Strategic Mgmt CP – 302. Project Planning, Control & Mgmt CP – 303. Summer Training Project 304. Elective – I: Paper - I 305. Elective – I: Paper - II 306. Elective – I: Paper - III 307. Elective – II: Paper - I 308. Elective – II: Paper – II 309. Elective – II: Paper – III	CP – 401. Business Ethics & Corporate Governance CP – 402. Enterprise Resource Planning CP – 403. Dissertation & Viva – Voce 404. Elective – I: Paper - IV 405. Elective – I: Paper - V 406. Elective – II: Paper - IV 407. Elective – II: Paper – V

**Semester-I**

Sl. No.	Course Name	Marks	Credit	Category
1	CP – 101. Organization Structure and Process	100	4	A
2	CP – 102. Quantitative Techniques	100	4	A
3	CP – 103. Managerial Economics	100	4	A
4	CP – 104. Organization Behaviour	100	4	A
5	CP – 105. Computer Applications for Management	100 (70+30)	4	A
6	CP – 106. Financial Accounting for Managers	100	4	A
7	CP – 107. Business Communication	100	4	A
8	CP – 108. Business & Corporate Laws	100	4	A
<b>Total</b>		<b>800</b>	<b>32</b>	

**Semester-II**

Sl. No.	Course Name	Marks	Credit	Category
1	CP – 201. Human Resource Management	100	4	A
2	CP – 202. Operations Management	100	4	A
3	CP – 203. Marketing Management	100	4	A
4	CP – 204. Financial Management	100	4	A
5	CP – 205. Economic & Business Environment	100	4	A
6	CP – 206. MIS & DSS	100	4	A
7	CP – 207. Research Methodology	100	4	A
8	CP – 208. Cost and Management Accounting	100	4	A
<b>Total</b>		<b>800</b>	<b>32</b>	

A- Hard Core

B- Elective Core

C-Open to Allied Subject

D-Open to All

**Semester-III**

Sl. No.	Course Name	Marks	Credit	Category
1	CP-301. Business Policy & Strategic Management	100	4	A
2	CP-302. Project Planning, Control and Management	100	4	A
3	CP – 303. Summer Training Project	100	4	A

**Semester-IV**

Sl. No.	Course Name	Marks	Credit	Category
1	CP – 401. Business Ethics & Corporate Governance	100	44	A
2	CP – 402. Enterprise Resource Planning	100	44	A
3	CP – 403. Dissertation & Viva – Voce	100	44	A

A- Hard Core

B- Elective Core

C-Open to Allied Subject

D-Open to All

**LIST OF ELECTIVES**

Sl. No.	Course Name	Marks	Credit	Category
F I N A N C E	FM – 3101 Security Analysis & Portfolio Mgmt	100	4	B/C
	FM – 3102 Financial Markets and Institutions	100	4	B/C/D
	FM – 3103 International Financial Management	100	4	B/C
	FM – 3104 Financial Services	100	4	B/C
	FM – 3105 Corporate Tax Planning and Mgmt	100	4	B/C
	FM – 3106 Mergers and Acquisition	100	4	B/C
	FM – 3107 Derivatives Management	100	4	B/C/D
M A R K E T I N G	MM – 3201 Consumer Behavior	100	4	B/C
	MM – 3202 Integrated Marketing communication	100	4	B/C
	MM – 3203 Sales & Distribution Management	100	4	B/C/D
	MM – 3204 Marketing Research	100	4	B/C
	MM – 3205 Product & Brand Management	100	4	B/C
	MM – 3206 International Marketing	100	4	B/C/D
	MM – 3207 Marketing Services	100	4	B/C
H R M	Management of Industrial Relations	100	4	B/C
	Human Resource Development Strategies and System	100	4	B/C
	Human resource Planning	100	4	B/C/D
	Management of Training and Development			
	Compensation Management	100	4	B/C/D
	Legal Framework Governing Human Relations			
	Organizational Change and Intervention Strategies	100	4	B/C
		100	4	B/C
		100	4	B/C
S	ITM – 3501 E – Commerce	100	4	B/C
	ITM – 3502 Object-Oriented Modeling and Design	100	4	B/C

Y	ITM – 3503	Engineering Database Management	100	4	B/C
S		System			
T	ITM – 3504	Advanced DBMS	100	4	B/C
E	ITM – 3505	Tele Communications for Business	100	4	B/C
M	ITM – 3506	Software Engineering	100	4	B/C
S	ITM – 3507	Intelligent System			
	OM – 3401	Total Quality Management	100	4	B/C
	OM – 3402	Logistics and Supply Chain Mgnt	100	4	B/C
	OM – 3403	Services Operations Management	100	4	B/C
O	OM – 3404	Technology Management	100	4	B/C
	OM – 3405	Purchasing and Material Management	100	4	B/C
M	OM – 3406	Operation Planning and Control	100	4	B/C
	OM – 3407	World Class Manufacturing	100	4	B/C

A- Hard Core

B- Elective Core

C-Open to Allied Subject

D-Open to All

### **E. Audit Courses (No Examination)**

**(Students can pursue in any Department)**

i) Capital Market Instruments

ii) Microfinance

iii) Entrepreneurship & Small Business Management

(Credit will be assigned if the student opts to go through the examination process. But it will not be considered for CGPA)

**Evaluation:** End Term: 70 Marks

Mid- Term, Unit Test and Quiz: 30 Marks, (including Assignment and Presentation)

**Project Report :** Thesis: 70 marks, Viva – Voce: 30 marks

**Minimum Total Marks= 3200**

**Minimum Credit Points:** Hard Core 88 + Core Elective 40 = 128

## **Semester-I**

### **CP-101: Organization Structure & Process**

#### **Course Objective**

The Paper is designed to introduce basic principles and functions of management practices required to run an organization.

#### **Learning outcomes**

On successful completion of the paper students will be able to understand about organization structure and its process. Develop knowledge and skills regarding management principles and functions required to run an organization.

#### **Unit- I: Management Concepts**

Definition of management, Management Process, Framework of Management, Management – a Science or an Art? Levels of Management, The Manager's Functions, Managerial skills, The Professional and Social Role of a Manager, Evolution of management thoughts.

#### **Unit- II: Nature of Organization**

Nature of Organization- Proprietorship, Partnership, Co-operatives and Statutory Corporations, Companies- Concepts of holding and subsidiary companies, Features of International Organizations and Multi –national Companies.

#### **Unit- III: Planning and Decision Making**

Meaning and Nature of Planning, Features, Importance, Reasons, Limitations of Planning, Steps in Planning, Planning Principles and Techniques, Measures for Making Planning More Effective, Kinds of Planning. The Decision Making Process – Meaning and Conditions, The Limitations of Rational Decision Making, Types of Decision, Steps in the Decision Making Process, Decision Making Techniques.

#### **Unit- IV :Organizing and Staffing**

Meaning of Organization, Types of Organization, Features of Organization, Organization Structure – Functional, Divisional and Matrix Structure, Departmentalization- By Function, Product, Process, Location, Vertical Dimension to an Organization, Centralization and Decentralization, Span of Control. Authority in Organization – Nature and Meaning of Authority, Authority Responsibility and Accountability, Kinds of Authority, Misuses of Authority, Delegation of Authority. Sources of Manpower and Recruitment.

#### **Unit- V: Leading & Controlling**

Leadership - Concept and definition, Nature and Features, Leadership vs Managership, Functions and Importance of Leadership, Formal and Informal Leaders, Leadership Skills, Qualities of Good Leader, Leadership Styles. Control – Concept and Meaning, Nature of Control, Relationship between Planning and Control, Elements of Control System, Techniques of Control.

Case analysis compulsory

#### **RECOMMENDED BOOKS:**

1. Fundamentals of Management by S. P. Robbins, D.A. Decenzo & M. Coulter, Pearson India
2. Management Principles by J.M. Putty, Macmillan Publishers India Ltd.
3. Management Principles and Practices by M.S. Murugan, New Age International Publishers

### **CP – 102: QUANTITATIVE TECHNIQUES**

#### **Course Objectives**

The main focus of this course is to provide an understanding of basic statistical inference (tools) that are useful or necessary in managerial decision making.

#### **Learning outcomes**



The students will learn quantitative skills that are required to make business decisions. These skills involve using statistical, forecasting and estimation techniques. Formulation and application of mathematical models in business decision making scenarios.

**Unit – I: Basic and Descriptive Statistics:**

Introduction to statistics, origin and growth of statistics; Application of inferential statistics in managerial decision-making; Limitations of statistics; primary and secondary classification of data; Frequency distribution and their analysis; Data presentation; Measure of Central tendency; measure of Dispersion; Skewness; Kurtosis .

**Unit – II: Correlation and Regression Analysis:**

Meaning and uses: Simple, partial and multiple correlation; Various methods of calculation of coefficients and implications; Regression analysis deals with the construction of predictive models based on statistical data; Business application of correlation and regression.

**Unit –III: Time Series Analysis and Index Number:**

Variations in time series; Trend analysis Cyclical variations; Seasonal variations; Irregular variations; Time series analysis for forecasting and their applications in business decision-making; Construction of Index number and their uses.

**Unit – IV: Probability and Probability Distribution:**

Basic concepts; Approaches; Theorems-addition, multiplication, conditional and Bayesian analysis; Business application of probability; Random variable; Expected value of random variable; Binomial distribution; Poisson distribution; Normal distribution and Exponential distribution.

**Unit – V: Statistical Inference on Estimation and Hypothesis Testing:**

Sampling theory concerns the use of sample data as a guide for statistical inference; Estimation of population characteristics; using point and interval estimators; Construction and interpretation of confidence intervals; Basic concepts; Standard error; Central limit theorem; Large sample tests; Formulation of hypothesis; Small sample tests; Test for means; Tests for variances; Tests for proportions; Tests for paired observations; Techniques of association of attributes and testing; Nonparametric tests; Analysis of variance (ANOVA).

**RECOMMENDED BOOKS:**

1. Gupta S.P.: Statistical Methods, Sultan Chand and Sons, New Delhi.
2. Bharadwaj: Quantitative Techniques for Business Managers, HPH.
3. Hooda R.P.: Statistics for Business and Economics, Macmillan, New Delhi.
4. Tulsian P.C. and Vishal Pandey: Quantitative Techniques, Pearson Education, New Delhi.
5. Agarwal D.R.: Business Statistics, Vrinda, New Delhi.

**CP – 103. MANAGERIAL ECONOMICS**

**Course Objective**

The paper has been framed to integrate the basic concepts of economics with the tools of mathematics in order to analyze and make optimal business decisions.

**Learning Outcomes**

To adopt the Managerial Economic concepts for decision making and forward planning. Also know law of demand and its exceptions, to use different forecasting methods for predicting demand for various products and services.

**UNIT-I**

Definition, Nature, Significance, and Scope of Managerial Economics – Role of Managerial Economics in business – objective of the Firm, concept of economic profit, Theory of Consumer behavior: Diminishing

Marginal Utility – Equi-Marginal Utility, Indifference Curve analysis, Budget line, Consumer's equilibrium, Price, Income and Substitution effect.

## **UNIT-II**

Demand Analysis and Forecasting: meaning of demand; Individual Demand- Law of demand-determinants of demand, Functions of Demand - demand elasticity: Price, Income, Advertising and cross elasticity of demand along with problems- change in demand and change in quantity demanded- Demand forecasting.

## **UNIT-III**

**Production Analysis:** Short run Production function and Long run production function, production iso-cost and production iso-quant, Cobb-Douglas Production function – Estimating a production function.**Cost Analysis: cost structure, various cost concepts-** TC, MC & AC; FC, VC & MC;-short run cost function-long run cost function – Short run cost curves, long run cost curves, Problems on cost theory and Analysis-Linear Programming.

## **UNIT-IV**

**Market Analysis:** Price and Output decision under perfect Competition, Monopoly, Monopolistic Competition, Oligopoly & duopoly market structure along with problems- Price Discrimination. Market Failure, Price Ceiling and Price Floor.

## **UNIT-V**

**Macro-economic Analysis:** Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

## **Recommended books**

1. Petron and Lewis-Managerial Economics-Prentice Hall of India.
2. D. M. Mithani, Managerial Economics, Himalaya Publishers, New Delhi
3. P. Baishya - Business Economics, Global Publishing House (India)

## **CP – 104: ORGANIZATIONAL BEHAVIOUR**

### **Course Objective**

The course provides students with an opportunity to develop a way of thinking about individuals, group and competitive factors that influence the functioning of any business organization. The class discussions will attempt to develop diagnostic ability, analytical skills, decision-making competency, listening and presentation skills etc.

### **Learning outcomes**

On completion of the course the students will learn about the causes and essence of individual, group and organisational behaviour. Further their will be an improvement in their management and decision making skills.

### **Unit-1-A: OB — The Emerging Challenges**

Definition, need and importance of organizational behavior – nature and scope – frame work – organizational behaviour, development, research and models. Managing Diversity – Career Management – Talent Management – Changing Demographics of Workforce – Changed Employee Expectations – Globalisation – Technology Transformation – Promoting Ethical Behaviour and CSR – Organisational Justice.

### **Unit-1-B: Foundations Of Individual Behaviour**

Personal Factors – Environmental Factors – Organisational Systems and Resources – Models of Individual Behaviour, Intelligence – Types of Intelligence – Theories of Intelligence – Measurement of Intelligence – Factors Influencing Intelligence – Intelligence and OB, Emotional Intelligence and OB. Personality – type – factors influencing personality – theories – learning – types of learners – the learning process – learning theories – organizational behavior modification. Attitudes – characteristics – components – formation – measurement. Perceptions – importance – factors influencing perception – interpersonal perception,

Developing perceptual skills to reduce perceptual errors. Motivation – importance – types – effects on work behavior, theories of motivation.

### **Unit –II: Group Behaviour**

Nature of Groups – Types of Groups – Why do People Join Groups? – Group Development – Usefulness of Groups in Organisations – Pitfalls of Groups – Determinants of Group Behaviour – Group Structuring – Group Decision Making – Groups and OB. Nature of Teams – Teams vs. Groups – Benefits from Teams – Types of Teams – Implementing Teams in Organisations – Team Issues – Effective Teamwork – Typical Teams in Organisations – Can Groups Become Teams

### **Unit – III: Leadership Power and Politics**

Leadership, styles – theories – leaders Vs managers – sources of power – power centers – power and politics, Ethics of Power and Politics – conflict and negotiation – Nature of Conflict – Changing Views of Conflict – Functional and Dysfunctional Conflict – The Process of Conflict – Levels of Conflict – Conflict Resolution – Managerial Implications – Negotiation and Conflict Resolution – Deviance – Psychological Contract – Trust.

### **Unit –IV: Dynamics Of Organizational Behaviours**

Organizational culture and climate, effectiveness, Creativity and Innovation, Change, Development, and communication.

### **Unit-V: International Organisational Behaviour**

Trends in International Business – Cultural Differences and Similarities – Individual Behaviour in the Global Perspective – Interpersonal Behaviour across Cultures – Organisational Characteristics in an International Context.

### **Recommended books**

1. Koontz, H and Wehrich, H. Management. 10<sup>th</sup> ed; New York, McGraw Hill, 1995.
2. Luthans, F. Organizational Behaviour. 7<sup>th</sup> ed; New York, McGraw Hill, 2005.
3. Robbins, S P. Organizational Behaviour. 7th ed; New Delhi, Prentice Hall of India, 2005.
4. Organisational Behaviour-Aswathappa-HPH
5. Staw, B M. Psychological Dimensions of Organizational Behaviour. 2<sup>nd</sup> ed; Englewood Cliffs, New Jersey, Prentice Hall Inc; 1995.

The list of cases and specific reference including recent articles will be discussed in the class at the time of teaching of the course.

## **CP – 105. Computer Applications for Management**

### **Course Objective**

The paper is designed to understand the basis of software skills required for managers. It also focuses on data communication and computer networking required for organization. The practical applications of data analysis using various software tools are also covered.

### **Learning outcomes**

After completion of the paper students will be able to apply Information and Communication Technology skills, data analysis, business analytics using various software tools required by organizations for information sharing and decision making.

### **Unit-I: Computer Software**

Software and its relationship with Hardware. Types of Software, Software Development steps. Planning the computer program. Computer Languages, Operating System concepts, functions and types of OS. Some popular operating systems and its features. Use of software packages such as Spreadsheet. Application development using Spreadsheet package. What-IF analysis, Pivot Tables, Charts etc. Database Fundamentals. Recent trends in Software.

## **Unit-II: Business Data Processing**

Concepts of BDP, Data storage Hierarchy, File Management System, File type such as Master, Transaction, Report, Output and Backup. File Organizations such as Sequential, Direct and Indexed. Merits and demerits of different file organizations and its utility in application development.

## **Unit-III: Data Communication and Computer Networks**

Basic components of Data communication system, Transmission Media. Computer Network, LAN, WAN, MAN, Network Topologies. Communication Protocol. Internet and its applications. Internet terms such as Web Page, Website, Browser, URL, FTP, TELNET, WWW, HTTP, ISP, HTML, Download and Upload. Getting connected to Internet. Distributed & Cloud Computing.

## **Unit-IV: E-Commerce**

E-Commerce and physical commerce, The digital phenomenon, Different types of E-commerce, E-commerce scenarios, Advantages of E-commerce, Internet payment systems.

## **Unit-V: Business Analytics**

Motivation for studying Business Analytics, Emergence of Business Analytics, Understanding Business Analytics, Managing a Business Analytics Project, Advantages of Business Analytics, Making the Best Use of Business Analytics, Challenges to Business Analytics, Analytics in Different Domains of Business, Levels of Analytic Maturity.

**Theory: 50(End-Term) Marks+20(Mid-Term) Marks= 70 Marks**

**Practical – 30 Marks**

### **Recommended books**

1. Computer Application for Business-Sudalaimuthu-HPH
2. Computer Fundamentals by P.K. Sinha and Priti Sinha, BPB Publications.
3. Introduction to Information Technology, Pearson Education, IITL Education Solutions Ltd.
4. Computers Today by B.S. Basundhara, Galgotia Publications.
5. Fundamentals of Computers By Rajaraman, Prentic-Hall India

CP – 106: FINANCIAL ACCOUNTING FOR MANAGERS

### **Course Objective**

To enable students in understanding accounting principles, process, and policies used for preparing financial statements and to acquaint students with accounting tools & techniques so as to develop their skills for analyzing and presenting financial statements for taking business decisions in contemporary environment.

### **Learning outcomes**

After the completion of the course the students are able to know the Accounting Standards and International Accounting Standards. This course will help the students to prepare, analyse and interpret the financial statements and to take different business decisions in contemporary environments.

### **Unit – I:**

**Meaning and Scope of Accounting:** Introduction, Need, Objectives and Functions of Accounting, Accounting – The Language of Business, users of Accounting Information, Branches of Accounting, accounting principles, accounting standards and IFRS.

**Recording of Business Transactions:** Accounting equation, Classification of Accounts, Analysis and Recording of Business Transactions, Journal, Ledger Posting, Preparation of Trial balance. Cash and Bank Transaction and preparation of Bank Reconciliation Statement.

### **Unit – II:**

**Capital and Revenue:** Management of Income and Expenditure, Classification of Receipts, Profit-Loss. Accounting for Depreciation, Provision and Reserves.

**Final Accounts:** Understanding and Preparation of Income statement, Balance Sheet.

**Unit –III:**

**Share Capital and Loan Capital:** Understanding Company Accounts, Issue, Forfeiture and Reissue of Forfeited Shares, Issue and Redemption Debentures .Understanding Company Final Accounts and Schedules.

**Unit – IV:**

**Financial Statements analysis and Reporting:** Analysis of financial ratio, Financial Reporting & Annual Reports, Disclosures in Annual Reports, Reporting to Management.

**Unit – V:**

**Contemporary Accounting:** Inflation Accounting, Human Resource Accounting, Environment Accounting, Forensic Accounting, Creative Accounting.

*Note: Emphasis should be given on case analysis (both written and oral presentation.)*

**Recommended books**

1. T.S. Grewal: Introduction to Accountancy – (S.Chand ).
2. Sehgal & Sehgal: Fundamentals of Financial Accounting – (Taxman).
3. Narayanswamy: Financial Accounting – (PHI).
4. Jawaharlal & Sri vastava: Financial Accounting – (S. Chand).
5. Horngren: Introduction to Financial Accounting – (Pearson).
6. Hanif and Mukherjee : Modern Accountancy – (TMH).
7. Paresh Shah: Financial Accounting for Management – (OUP).
8. Narayanswamy: Financial Accounting – (PHI).
9. Ruchi Bhatia: Accounting for Management – (HPH).
10. Jawaharlal: Financial Accounting – (S. Chand).

**CP – 107 Business Communication**

**Course Objective**

The objective of this paper is to enhance the interpersonal skills of the students in the workplace. It also helps them to deal with professional relationships, and to develop confidence along with personal grooming as this is a 'Communication Age'.

**Learning outcomes**

The students will be able to

- \* Display the competence in oral, written communication
- \* Innovative thinking
- \* Understanding of the opportunities in the field of communication
- \* Current technology related to business communication
- \* Techniques for writing informational, Sales, Employment communication.

**Unit -1 Basics of Communication**

Communication – Concept. Internal and External Communication. Methods of Communication- Verbal (Oral and Written) and Non-verbal. Communication Process. Effective communication. 7Cs of Communication. Communication barriers–Types. Overcoming barriers of communication. Grapevine Communication.

**Unit –II Speaking & Listening**

Non-verbal Communication- Proxemics, Para Language, Kinesics. Use of body language. Introduction of Speaker, Vote of Thanks. Listening- Concept, stages and methods of improving listening.

**Unit –III Writing Skills-I**

Preparation of business letters, kinds of business letters – sales letters, request letters, collection letter. Memorandum writing, writing business proposal. Business Report – purpose, kinds and objectives, Format and preparation.

#### **Unit- IV Writing Skills-II**

Writing an application letter, Writing a CV (Chronological and Functional), Preparation of Notice, Writing minutes of a meeting. E-mail messages.

#### **Unit-V Oral Presentation and Interview Skills**

Presentation – content and delivery methods. Meeting – Types, Process and Agenda. Interview – Types, skills of interviewing. Tips for success in interview. Business etiquettes.

Case Studies Compulsory

#### **Books Recommended:**

1. Lesiker & Pettit, Basic Business communication, Tata Mc Graw Hill, New Delhi.
2. S.S. Debasish & B.Das ,Business Communication, Prentice Hall of India, New Delhi
3. Meenakshi Raman and Prakash Singh, Business Communication , Oxford Publishers, New Delhi.
4. Gerson and Gerson ,Technical Writing, Pearson ,New Delhi
5. Business Communication-Rai & Rai-HPH

### **CP – 108: BUSINESS AND CORPORATE LAWS**

#### **Course Objective**

The paper focuses on Indian contract Act, IT Act, IPR and similar acts required to deal with the legal aspects in a business environment.

#### **Learning outcomes**

1. Students would be able to remember some important articles of constitution relating to rights and duties of citizen and the principal legislations relating to business.
2. The outcome of this programme will help to accumulate and analyse requisite legal knowledge and its application about the legal framework for starting a business venture.
3. At the end of the course, students would be able to, interpret various legal provisions and learn how to apply them in building their career through an exposure to various case studies and clinical legal education.

#### **Unit – I:**

Indian contract act – essential of contract, offer and acceptance, consideration, capacities of parties, free consent, legality of objects, contingent contract, discharge of contract.

#### **Unit – II:**

Special contract Act – Quasi – contracts, indemnity and guarantee, bailment and pledge, contract of agency, sales of goods Act, conditions and warranties.

#### **Unit –III:**

Information technology Act, cyber laws in India, Digital Signature, Computer crimes, regulation of certifying Authorities.

#### **Unit – IV:**

Intellectual property Right: Introduction, Meaning of intellectual property right, objective and scope, History of patent law in India, copy right, consumer protection law Act, objective, scope, legal Implication.

#### **Unit – V:**

Negotiable Instrument Act – Negotiable instruments – parties, negotiation presentation, dishonor, crossing and borrowing of cheques, GATT, FERA, Export, import & exim policy.

#### **Books Recommended:**

1. Business Law-Bulchandani-HPH
2. Business Law – Tulsian, TMH

3. Business Law – P.R. Chanda, Galgotia
4. Corporate Law - U.K.Baruah, Global Publishing House(India)

## **Semester-II**

### **CP – 201. Human Resource Management**

#### **Course Objective**

- The objective of the paper is to understand the HRM concepts, theories, functions and practices.
- It will also help students to gain an insight into the basic statutory provisions.

#### **Learning outcomes**

The students will be able to:

- Understand HRM functions, principles, Job analysis that facilitates students to design a job description and job specification for various levels of employees.
- Synthesize knowledge on effectiveness of recruitment process, sources & understanding of systematic selection procedure.
- Identify the various training methods and design a training program.
- Understand the concept of performance appraisal process in an organization.

#### **Unit I**

Human Resource Management – Concept and objectives and functions relationship behavior HRM and HRD. The changing dimensions of HR functions. Role of HR manager in the changing business scenario. Strategic HRM – integrating HR into strategic planning, fitting HR practices to the Business strategy.

#### **Unit II**

Talent Acquisition – Recruitment: concept and process. Sources of recruitment,, Compulsory Notification of vacancies Act,1959. Legislation relating to recruitment of different categories of Women in India. Selection steps. Tests and interviews. Validity and reliability of tests. Induction and placement.

#### **Unit III**

Promotion – Concept and types. Criteria for promotion. Role of DPC in promotion. Transfer – Concept and types. Job analysis – Job description and job specification. Job analysis precedence – Narrative job descriptions, Structural job analysis procedures, Data collection and analysis. New strategic view of job analysis.

#### **Unit IV**

Performance Management and Appraisal – Concept, objectives uses. Appraised errors, methods of appraisal, The appraisal process – Reporting officer, reviewing officer and approving officer. The appraisal interview and counseling. Compensation and Rewards.

#### **Unit V**

Talent Development – Learning and training: concept , objectives, Principles of learning . Training and development. Training Need Assessment (TNA). Training methods – Design of training programme, on the job and off – the – job methods. Evaluation of Training effectiveness: Kickpatick’s method, Galvim method.

#### **Books Recommended**

1. Managing Human Resource – Fishu, Schoenfeldt, Shaw, Cergage Learning
2. HRM – R. Subha V.S.P. Rao, Himalaya
3. Human Resource Management- P.K.Jain, Global Publishing House (India)

CP – 202. Operations Management

#### **Course Objective**

The objective of this paper is to develop an understanding of how the operations have strategic importance and can provide a competitive advantage in the workplace.

### **Learning outcomes**

Outcome: After studying this module students will have preliminary idea as to what is operation management is and how to plan finalize location of plant, layout. They will also learn about the strategy to decide about capacity, planning and scheduling of productions. They will understand how to manage quality and inventory.

### **Unit – I: Basics of Production/ Operations and Study**

Operations Management : Distinction between Production and Operations, Product and Services Conversion process, Strategic Decisions in Operations, Types of Production Processes (Project, Job shop, Batch, Mass/Line, Continuous), Production and Productivity; Work Study- Method, Study Procedure, Process Flow, Motion Study and Principles of Motion Economy work measurement, Importance of Rating and Allowances, Stop Watch Time Study, Work Sampling.

### **Unit – II: Facilities Location and Layout**

Factors influencing location decision, Location Decision Techniques – Qualitative Methods, weighted Factor Rating Method, Break Even Analysis, Center of Gravity technique, Load Distance technique, Bridgeman’s Dimensional Analysis; Facilities Layout: Layout Planning, Classical Layouts – Product, Process and Fixed Position, Relationship Diagram and Block Diagramming, Line Balancing, Service layouts, Modern layouts-Hybrid Layout, Cell Shop, Group Technology.

### **Unit –III: Operations Planning**

Capacity Planning: Factors, Effects of inadequate and excessive capacity, Economies of Scale and Scope, Capacity Planning Strategies; Aggregate Planning-relevant costs and strategies; Scheduling – Scheduling in line Processes and Intermittent Processes, Scheduling with help of Gantt chart, Johnson’s Algorithm, Priority Dispatching Rules.

### **Unit – IV: Inventory Management**

Inventory Management-Relevant Costs of Inventory, Basic EOQ Model, Production Model, Model with Quantity Discount, Safety Stock and Service level, P&Q System of Inventory, Selective Inventory Control-ABC analysis and other classifications, Materials Requirement Planning, JIT, Basic Concepts of Logistics and Supply Chain Management.

### **Unit – V: Quality Management**

Concept of Quality, Dimensions of quality, Costs of Quality, Design of Quality Control System, Statistical Quality Control-Acceptance Sampling and OCC, Control Charts (X bar, R and P charts); Concepts of Total Quality Management, Six Sigma, ISO 9000.

### **Recommended Books:**

1. Chase, Jacob, Aquilano & Agarwal, “Operations Management”, (TMH).
2. Aswathappa & Bhat,” Production and Operations Management”, Himalaya Publishing.
3. Russell & Taylor, “Operations Management”, Pearson/PHI.
4. Gaither & Frazier” Operations Management”, Thomson.
5. Adam Jr. & Ebert, ,” Production and Operations Management”, PHI.
6. Krajewski, Ritzman, Malhotra - ,”Operations Management”, Pearson.

### **CP – 203. Marketing Management**

#### **Course Objective**

The objective of this paper is to provide students knowledge on marketing strategy and its implications for management decision making and society.

#### **Learning outcomes**



On successful completion of the course students will be able to understand the basics of marketing strategy formulation and implementation. This course will help the students aspiring to be marketing professionals in better decision making and understanding their role in the marketing sphere.

### **Unit – I: INTRODUCTION TO MARKETING MANAGEMENT**

Marketing – An Overview – Definition, nature, scope and importance of marketing in 21<sup>st</sup> century, Marketing orientation, Marketing environment, SWOT analysis. Concept of marketing analytics.

### **Unit – II: CONNECTING WITH THE CUSTOMERS**

Analysing consumer and Business Markets- Factors influencing consumer behavior, Types of buyer behavior, consumer decision making, Marketing Information System, Conducting marketing research.

### **Unit –III: DEVELOPING MARKETING STRATEGY**

Marketing mix, Identifying market segments and targets, Positioning, Dealing with competition, Forecasting demand.

### **Unit – IV: SHAPING THE MARKET OFFERINGS**

Product classification, Product mix decisions, NPD and PLC, Designing and managing services, Basic concept of Branding, Packaging and labeling, Developing pricing strategies and programmes.

### **Unit – V: DELIVERING & COMMUNICATING VALUES**

Designing and Managing Marketing Channels, Managing retailing, wholesaling, and logistics, Designing and managing Integrated marketing communications, Managing mass communications – advertising, sales promotions, personal selling, public relations, and direct marketing.

### **RECOMMENDED BOOKS:**

1. Marketing Management – Kotler, Keller, Koshy & Jha, Pearson Educations.
2. Marketing Management – Ramaswamy & Namkumari, Macmillan India.
3. Marketing Management – Rajan Saxena, Tata McGraw Hill Publishing House.
4. Marketing Management – Karunakaran, Himalaya Publishing House.

## **CP – 204. Financial Management**

### **Course Objective**

The objective of the paper is to help students to develop cognizance of the importance of Financial Management in corporate valuation.

### **Learning outcomes**

On completion of this course, the students will be able to integrate the concept and apply the financial concepts in decision making process.

### **Unit – I: Introduction to finance**

Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Financial Planning & Strategies. Forms of Business Organization and Financial Considerations underlying the choice of form of business organization, Time value of money: Risk and Return.

### **Unit – II:**

Investment Decisions - Capital Budgeting Decisions, Techniques - Payback period, NPV, IRR, Profitability Index, Estimation of Cash Flows, NPV v/s IRR, Risk analysis in Capital Budgeting; Cost of Capital - Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting Cost of Capital for Risk, International Dimensions in Cost of Capital

### **Unit –III:**

Financing Decisions - Capital Structure, Theories and Value of the firm - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, Checklist for Capital Structure Decisions, Costs of Bankruptcy and Financial Distress. EBIT-EPS Analysis - Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage.

### **Unit – IV:**

Dividend Decisions- Factors determining Dividend Policy, Theories of Dividend-Gordon Model, Walter Model, MM Hypothesis, Forms of Dividend- Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice.

### **Unit – V:**

Working Capital Management -Working Capital Policies, Risk-Return trade-off, Cash management, Receivables management.

### **Recommended Books:**

1. Prasanna Chandra : Financial Management (TMH).
2. I.M. Pandey – Financial Management (Vikas)
3. Reddy Sudersan- Financial Management Principles & Practice(HPH)

## **CP –205. Economic & Business Environment**

### **Course Objective**

Objective of this paper is to provide knowledge of the environment in which businesses operate within economic operational and financial framework.

### **Learning outcomes**

After completion of the course, students will be able to appreciate the role of economic and business environment in operation of business in India. It will also help them to appreciate the actors and factors of business environment influencing the corporate strategy formulation. It will also help them in understanding the macro-economic forces with reference to global business environment in formulation of trade policy of India. This course will also help the students preparing for different competitive examinations.

### **Unit-I:**

**Business Environment:** Meaning of business, nature of modern business, Environment of business, Economic and Non-Economic Environment, Global and National Environment.

### **Unit-II:**

**Economic Environment:** Business of Macro-economic framework, Consumption and Investment, National Income determination, Theory of Multiplier.

### **Unit-III**

**Market equilibrium** - Two marker equilibrium, IS-LM model, Inflation and Stabilization, Monetary and Fiscal Policies, India's BOP.

### **Unit-IV**

**Planning in India-** Industrial Growth and diversification, Recent change in Industrial policy, Foreign Investment, Technology and Multinational Enterprises.

### **Unit-V**

#### **World Environment :**

Economic reforms and liberalization, Globalisation and its impact in Indian economy, WTO and India, IMF and World bank.

**Recommended Books:**

1. Economic Environment of Business: Mishra and Puri, HPH.
2. Business Environment : V. Neelamegham, Vrinda.

CP – 206: MIS & DSS

**Course Objectives**

The objective of this paper is to provide students knowledge on information systems for managing business operations and decision making using MIS and DSS tools.

**Learning outcomes**

On successful completion of the paper students can enhance their critical thinking, working knowledge on information systems for managing business operations and decision making using MIS and DSS tools.

**UNIT-I: Conceptual Foundations of Information Systems**

Introduction to Information Systems, Types of Information, Organisation as an IPU, Organisational Functional Subsystems, Activity Subsystems, Operating elements of Information Systems, MIS & Top Management, Structure of Information Systems, Types of Information Systems, Evaluation of MIS.

**UNIT-II: Decision Making**

Introduction to Decision Making, Structured & Unstructured Decisions, Decision Tables & Trees for structured/Programmed Decisions. Additional categories such as Departmental, Inter-Departmental and Enterprise Decisions, Organisational and Personal Decisions, Individual and Group Decision Making, Decision Making Process- Simon's & Massie's Decision Making Model, Information requirements for Intelligence, Design, Choice and Implementation Phase.

**UNIT-III: Introduction to MIS**

Overview of MIS-Basic Concepts, Definition of TPS and MIS, Functions & Characteristics of MIS, Computer-Based-User Machine System, Integrated System, Need for Database, Utilization Models, MIS versus Data Processing, MIS & DSS, MIS & IRM, End-User Computing, MIS & Other Disciplines. Subsystems of an MIS.

**UNIT-IV: System Development**

Overview of Systems Analysis and Design, Models of Information Systems, System Development Life Cycle, Concepts of DFD and HIPO chart, Database Design, Normalization Techniques.

**UNIT-V: Decision Support Systems**

A framework of Decision Support, The concept of DSS, EIS, ES and KMS, Characteristics and Capabilities of DSS, Components of DSS, Decision making under certainty, Risk and Uncertainty, What-If Analysis, Goal Seeking Analysis, Application Development using Spreadsheet and Database. Concept of SPSS package.

**Theory: 50(End-Term) Marks+20(Mid-Term) Marks= 70 Marks**

**Practical – 30 Marks**

**Recommended Books:**

1. MIS, O'Brein & Marakas, TMH Publication.
2. MIS, J. A. O'Brein, G. M. Marakas & R. Behl, Mc Graw Hill
3. MIS, Davis & Olson, TMH Publication.
4. DSS & IS, E. Turban & J.E. Aronson, Pearson Education.
5. MIS & ERP-Murthy CSV, HPH

## **CP – 207. Research Methodology**

### **Course Objective:**

The main objective of this course is to acquaint the students on the concepts of business research, the process, research design, data analysis and report writing and also to involve the participants on application of business research for handling real-life corporate decisions using case methodology.

### **Learning outcomes**

Demonstrate the ability to choose methods appropriate to research aims and objectives. Understand the limitations of particular research methods. Develop skills in qualitative and quantitative data analysis and presentation. Develop advanced critical thinking skills.

### **Unit – I: Basics of Business Research**

Research Fundamentals, Motivation for business research, Objectives and Application of research in Management, Types of Research studies, Research design, Features of Good research, Problem definition process, Stages in Research process, Issues in research process, Ethics in research.

### **Unit – II: Sampling Design**

Concept of Sampling, good sample design, Process of sampling design, Probability Sampling Types- random, systematic, stratified, cluster; Methods of non-probability sampling- convenience, quota, snowball ; Sampling adequacy test.

### **Unit –III: Data types and Measurement Scaling**

Data Types- Nominal, ordinal, interval and ratio. Features of Sound measurement, Measurement Rating scales-types, Ranking scale, Tests of reliability, validity testing- types, Types of statistical errors.

### **Unit – IV: Sources of data and Methods of Data collection**

Sources of research data- primary vs. secondary data, Methods of Primary data collection, Survey Methods, Design of Questionnaire, Observation Study – Conducting, Uses and Evaluation; Experimentation study – Conducting, Merits and Demerits.

### **Unit – V: Data Analysis & Business Report**

Introduction to data analysis- types, Tests of significance- t-test, chi-square test, Multivariate analysis, Non-parametric tests: Sign test, Wilcoxon signed rank test, Run test, Man-Whitney U test, Randomness test; Business Report- Types and format.

### **RECOMMENDED BOOKS**

1. Alan Bryman & Emma Bell, Business Research Methods, Oxford Press.
2. Donald Cooper and Pamela Schindler, Business Research Methods, McGraw-Hill Irwin Publishers.
3. K.N.Krishnaswamy, A.I.Sivakumar & M.Mathirajan, Management Research methodology: integration of principles, methods & techniques, Pearson Education.
4. C.R. Kothari and Gaurav Garg, Research Methodology: Methods And Techniques, , New Age International Publishers.

## **CP – 208. Cost and Management Accounting**

### **Course Objective**

To acquaint the students with cost and management accounting system for effective discharge of managerial activity of prime importance.

### **Learning outcomes**

After the completion of the course the students are able to know the Cost and Management Accounting principles and procedure for analyzing the different cost of the organizations. This course will help the students to take different managerial decision of business houses by applying the cost and management accounting techniques and methods.

**Unit – I:**

**Introduction:** Overview of Cost Accounting, Scope of Cost Accounting, Difference between Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting, Methods and Techniques of Costing, Elements of Cost, Classification of Cost, Preparation of Cost Sheet.

**Management Accounting:** Scope, Objectives, Tools and Techniques of Management Accounting.

**Unit – II:**

**Accounting and Control of Material, Labour and Overhead Cost:** Methods of material issues, techniques of inventory control, methods of remunerating labour different rate systems and premium plans, Allocation and Absorption of Overhead, basis of appropriation and absorption of overhead.

**Unit –III:**

**Methods of Costing:** Job, Contract, Process and Service costing. Reconciliation of cost and financial accounting.

**Unit – IV:**

**Marginal Costing:** Cost- Volume Profit Analysis, Decision Making under Marginal Costing.

**Segment Performance Analysis:** Activity Based Costing, Responsibility Accounting.

**Unit – V:**

**Standard Costing & Budgetary Control:** Standard Costing and Variance Analysis. Budget and Budgetary Control, Types of Budget, Problem on Fixed and Flexible Budgets, Cash Budget, and Zero Based Budgeting.

*Note: Emphasis should be given on case analysis (both written and oral presentation.)*

**Recommended Books:**

1. S. P. Jain & K.L. Narang: Cost Accounting – (Kalyani).
2. Nigam & Jain : Cost Accounting- An Introduction – (PHI).
3. Banerjee : Cost Accounting – (PHI).
4. Rao: Management Accounting – (Everest) .
5. Tulsian : Practical Costing – (Vikas).
6. Sharma & Gupta: Management Accounting – (Kalyani).
7. Maheswari : Cost Accounting – (Mahavir).
8. Saxena & Vashist: Cost Accounting – (Sultan Chand).

**Semester-III****CP – 301. Business Policy & Strategic Management****Course Objective**

The objective of this paper is to provide students knowledge on business policy and strategy and its implications for management decision making and society.

**Learning outcomes**

On successful completion of the course students will be able to understand the importance of strategy and the ways to implement it in their organisations. This course also will help the students to be a better strategist in their professional lives.

**Unit – I:**

Strategic Management Process: Concepts, importance of policy and strategy; establishing objectives, vision and mission, strategic intent, role of top executives in strategic management process.

**Unit – II:**

External Environment scanning and industry analysis – socio cultural, technological, economic and political environment. Porter’s Five forces Model of competition. Internal environment analysis –core competencies, Low cost and differentiation, value chain analysis, SWOT analysis.

**Unit –III:**

Strategic Alternative: Strategy formulation, situational analysis, stability and growth strategies, Divestment, Strategic Alliances, strategic combinations, functional strategies, competitive strategies. Strategy analysis and choice: Business portfolio matrix- BCG matrix and GE 9 cell model, Mc Kinsey’s 7 s framework, Balance scorecard.

**Unit – IV:**

Strategic Decision making and strategic implementation – issues in implementation, Analyzing change, managing strategic change, matching between structure and strategy, behavioral issues in strategy implementation.

**Unit – V:**

Strategic evaluation and control process, resistances, control methods and its successful maintenance, corporate strategic failures.

**Recommended Books:**

1. Business policy and Strategic Management: P. Subha Rao, HPH.
2. Strategic Management and Business policy: Wheelem, Hurges and Krish Rangarajan, Pearson.
3. Business policy: Azhar Kazmi, TMH.
4. Strategic Management and policy: Justis, Judd and Stiphens. PHI.
5. Strategic Management: John A Pearce and Richard. B. Robinson – TMH.

**CP – 302. Project Planning, Control & Management**

**Course Objectives**

This module explain how project is different from operation and then covers the aspects of project formulation, evaluation, control of the total process to successfully implement a Project.

**Learning outcomes**

After studying this module a student will appreciate the difference between regular operation management and that of project management. This module will prepare them to properly handle a project.

**Unit – I:**

Capital investment: types, importance, difficulties, phases, levels. Facet of project analysis, feasibility study. Strategy and capital allocation: portfolio strategy, business level strategy, strategic planning. Generation screening of project ideas: monitoring investment corporate appraiser. Tools for identifying investment opportunities, scouting of Project ideas, preliminary screening, project rating index.

**Unit – II:**

Market & demand analysis, Technical analysis, financial estimates and projection.

**Unit –III:**

Risk analysis, firm risk and market risk, portfolio risk, portfolio construction, capital asset pricing model, special decision situations: Mutually Exclusive project of un equal size, optimal timing, determination of economic life, interrelationship between investment and financing decision. Inflation and capital budgeting, international capital budgeting..

**Unit – IV:**

Social cost-benefit analysis, multiple projects and, valuation of real option. Judgmental, behavioral, strategic and organization consideration.

## **Unit – V:**

Project management, network techniques for project management, project review and administrative aspect.

### **Recommended Books:**

1. Magarajan, K. – Project Management, New Age International.
2. Prasana Chandra, PHI, Delhi.
3. Clemens, Gido – Effective Project Management, Thomson.
4. Singh Narendra-Project management & Control, HPH

## **Semester-IV**

### **CP – 401: Business Ethics & Corporate Governance**

#### **Course Objective**

The objective of this paper is to provide students knowledge on ethical practices in business and governing principles of corporates.

#### **Learning outcomes**

This module will help the student understand what is ethics and how to handle issues relating to ethics in business. The students will also learn about the pitfalls which may lead to unethical behaviour.

#### **UNIT – I: Ethics in Business**

Meaning of Ethics, Definition of Ethics and Business Ethics, Introduction to Business ethics, Need, Importance, Nature, Scope, Objectives of Business Ethics.

#### **UNIT – II**

Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Finance and HR, Ethical decision making.

#### **UNIT – III**

Social responsibilities of Indian Businessmen/Managers-Towards Shareholders, consumers, Government, Community, etc. Cases.

#### **UNIT – IV: Corporate Governance**

What is Corporate Governance, OECD emphasis, Issues in Corporate Governance, Need for and importance of Corporate Governance, and benefits of good governance to companies and to the society.

#### **UNIT –V: Role Players**

Role of Board of Directors, Auditors, SEBI and Government. Growth of Corporate Governance in India. Case discussion on – The rise and fall of Arthur Andersen

#### **CASE ANALYSIS COMPULSORY**

#### **RECOMMENDED BOOKS**

1. C.S.V. Murthy, Business Ethics, Text and Cases, HPH.
2. S. Prabhakaran, Business Ethics and Corporate Governance, Excel Books
3. Albuquerque Daniel – Business Ethics, Principles & Practices. - Oxford
4. Ferrel, Business Ethics a case prospective, Cengage (Refer for Cases)
5. Hartman, Perspectives in Business Ethics, TMH

## **CP – 402**

## **Enterprise Resource Planning**

### **Course Objectives:**

The objective of this paper is to make students understand the concept of ERP, its theory and implementation with case studies.

### **Learning outcomes**

On successful completion of the course students will be able to apply various functional modules available in an ERP system used by organizations for proper utilization of resources.

### **Unit-I: Introduction to ERP**

Definition and Reasons for the growth of the ERP market, Conceptual Model of ERP, Evolution of ERP, The Structure of ERP, 2-Tier & 3-Tier Architecture, ERP Characteristics, Features & Benefits.

### **Unit-II: ERP & Related Technologies**

BPR, Business Engineering, Business Management, Business Modeling, Business modeling in practice, ERP & Related Technologies, The Best Practices in ERP, ERP- A Manufacturing Perspective.

### **Unit-III: Business Modules of an ERP Package**

ERP Vendor Analysis – SAP, Oracle, Baan, Ramco, QAD etc. Basic functional modules in ERP such as Finance & Control, Sales & Distribution, Human Resources. ERP Software Package (SAP) different modules.

### **Unit-IV: ERP Implementation Basics**

ERP Implementation Lifecycle, Methodology, Identifying the needs, Evaluating the “AS IS” situation of the business, Deciding the desired “Would Be” situation, Reengineering the business Process, Evaluation of various ERP packages, Finalisation of the ERP package, Installation of Hardware, Software & Networks, Finalising the Implementation Consultants, Implementation of ERP package, Implementation Guidelines for ERP & Post Implementation.

### **Unit-V: ERP Deployment Models**

Making ERP a Success, ERP “AS IS” & “TO BE”, Future Directions in ERP, ERP Case Studies.

## **RECOMMENDED BOOKS**

1. ERP by ALEXIS LEON – Tata McGraw-Hill
2. ERP Theory & Practice by Rahul V. Altekar – Prentice- Hall of India
3. ERP Text & Case Studies by C.S.V. Murthy, HPH.
4. Concepts in ERP by E. Monk, B. Wagener, CENGAGE Learning

### **Specialisation**

Finance:

### **FM – 3101: Security Analysis & Portfolio Management**

#### **Course Objective**

The paper has been designed to introduce students to common stock, the stock market, stock options, and analysis and approaches to investing in the stock market and building stock portfolios.

#### **Learning Outcomes**

At the end of this course students should be able to understand the theoretical and practical background in the field of investments.

### **Unit-1: Introduction to Investment and Securities**



Meaning of investment, Investment and speculation, Investment and gambling. Investment objectives. The investment process, investment alternative-Negotiable securities, equity shares preference shares, debenture, bond, government securities, money market securities-Treasury bills, commercial paper, certificate of deposits. Non-negotiable securities- Bank deposits , post office deposits, NBFC deposit, Tax sheltered schemes, PPF,NSS, NSC, LIC, UTI, Mutual fund, real estate, art and antiques.

**Risk Definition:** Types- systematic-market risk, interest rate risk, purchasing power risk, unsystematic risk-Business risk, financial risk. Measurement of risk

### **Unit-2: Valuation of Securities**

Bond return and Valuation, Stock return and Valuation

### **Unit-3:Analysis of Securities**

Fundamental Analysis- Economic analysis, industry analysis, company analysis, Technical analysis, Efficient market theory. Random walk theory, Weak form of EMH. Semi strong form and strong forms of EMH. Market inefficiencies.

### **Unit-4: Selection / Construction of Securities by applying theories**

Markowitz Model, Constructing an Optimal portfolio using, Sharpe's Single Index Model, Capital Market Theory: Efficient Frontier, CML, SML, Capital Asset Pricing Model, Arbitrage Pricing Theory.

### **Unit-5**

Revision of Portfolio: Meaning of portfolio revision. Need of portfolio revision. Portfolio revision strategies. Portfolio revision practices. Constraints in portfolio revision

### **RECOMMENDED BOOKS**

1. Kevin –Security Analysis and Portfolio Management -PHI
2. Jack Clark Francis - Management of Invest, McGraw Hill
3. Security Analysis and Portfolio Management-Avadhani-HPH
4. Shape Alexander Ballen - Investment, Eastern Economy Ed
5. Jordan and Fisher - Security Analysis and Portfolio Management, Prentice-Hall I

## **FM – 3102: FINANCIAL MARKET & INSTITUTIONS**

### **Course Objective**

Course is aimed at study of the fundamentals of financial markets and financial instruments, the features of the formation of modern financial markets, on the practical application of financial instruments, the types of financial institutions and their roles and functions in the financial markets.

### **Learning Outcomes**

After completion of this course, the student will be able to understand the role and function of the financial system in reference to the macro economy.

### **Unit-I: Financial System**

Components of Indian Financial System, Institutions, Instruments, Market & Services, Nature and Role of Financial System in Economic Development, Financial Sector Reforms

### **Unit-II: Capital Market**

Overview of Capital Market. Evaluation of Capital Market.Primary and Secondary market. Security market regulations and role of market regulator. Capital market instruments and services. Key market players.

### **Unit-III: Depositories and Custodians**

Introduction to Depository System, NSDL, CDSL, Custodians, SHCIL, Working of Depository, Critical Appraisal for the need of Depository, Benefits of Depository system, The Depository Act 1996. Stock Exchange; Rules & Regulation of Trading & Settlement, Stock Market Reforms, Listing of Shares

#### **Unit-IV: Money(Debt) Market**

Constituents and functions, Types of Money Market, Money Market products and services, Key market players' Government Security Market, Money Market regulation and regulators, Evaluation of Debt Market in India.

#### **Unit-V: The Securities and Exchange Board of India**

The Securities And Exchange Board of India Act 1992, Genesis of SEBI, Constitution and Organization, Objectives and Regulatory approach, Power Scope and Functions of SEBI, Highlights of SEBI's Performance and appraisal of its working, Investors Protection Measures Investors' Protection-Loss of confidence of Small investors- Causes, Rights of Investors, Facilities by BSE, Insider Trading – Rationale, Categories, Connected Persons, Need for control, Prohibition of Insider's Trading, Capital Market scams, Ombudsman.

#### **RECOMMENDED BOOKS**

1. Financial Market & Institution-Srivastav-**HPH**
2. Financial Institutions and Markets- Shashi K.Gupta, Nisha Aggarwal, Neeti Gupta –Kalyani Publishers.
3. Financial Markets, Institutions and Financial Services: Gomez –PHI.
4. Securities and Exchange Board of India. (Latest). Annual Report. Available Online.

#### **FM – 3103: International Financial Management**

##### **Course Objective**

The purpose is to acquaint the students with basic understanding of foreign exchange market and exchange rates, use of foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms and demonstrate analysis of the issues pertaining to multinational financing and investment decisions.

##### **Learning Outcomes**

On successful completion of the course students will be able to analyse, evaluate and synthesise both quantitative and qualitative financial information to influence problem solving and decision making relating to International business finance.

#### **Unit-I : MNC and International Monetary System**

International Financial Management-concept, Multinational Corporation (MNC), Theories of International Business, International Business methods, International Monetary System- evolution and recent development, International Trade flows, Balance of Payment. Recent changes and challenges in IFM.

#### **Unit-II: Foreign Exchange Markets**

Foreign exchange market- structure and participants, Forex Quote in international markets , Determining Cross rates, Premium and discount rates in forex, arbitrage and hedging in forward market, Currency Futures market, Option contract trading in Forex.

#### **Unit- III : Exchange Rate and International Parity Conditions**

Measuring exchange rate movements, Factors influencing exchange rates, Purchasing Power Parity, International arbitrage and interest rate parity, Fischer effect and International Fischer effect, Relationship between inflation, interest rates and exchange rates, Exchange rate theories.

#### **Unit-IV: Foreign Exchange exposure and Risk Management**

Foreign exchange exposure- concept and types, Transaction exposure- significance measurement and management, Translation exposure- classification and Management, Economic exposure – measurement and Methods of management, Forex Trading- Technical Chart Analysis using candlestick pattern.

## **Unit-V : Long-term & Short-term Asset Liability Management**

Multinational Capital Budgeting, Adjusted Present value (APV), Cost of Capital and capital structure for MNC, International Cash management , Payment methods of international trade, trade finance methods, Political risk analysis- concept, classification, assessment and management.

### **RECOMMENDED BOOKS:**

1. P.G.Apte, International Financial Management, Tata McGraw-Hill India.
2. Alan C.Shapiro, Multinational Financial Management, Prentice Hall of India
3. Jeff Madura, International Financial Management, Thomson Publications.
4. Maurice D.Levi, International Finance, Tata Mc Graw-Hill Publishers.
5. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, Multinational Business Finance, Pearson Education.

## **FM – 3104: FINANCIAL SERVICES**

### **Course Objective**

The objective of this course is to familiarise the students with the nature and scope of various types of financial services and to understand the regulatory environment in which they are undertaken.

### **Learning Outcomes**

After completion of this course, the student will be able to demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

### **Unit-I**

Financial Services: Introduction, Role & Functions. Merchant Banking and Issue Management: Concept, Functions, Growth, Different Kinds of Issues, Book Building, Green Shoe Option, Policy Measures, SEBI Guidelines, Future of Merchant Banking in India

### **Unit-II**

Credit Rating Agencies: Importance, Issues, Difference in Credit Ratings, Rating Methodology and Benchmarks, Assessment of Indian Credit Ratings agencies Credibility, International Credit Rating Agencies, Factoring and Forfaiting.

### **Unit-III**

Mutual Funds: Concept, different schemes, advantages, Insurance Services: Banc Assurance, Reinsurance. Private Equity and Hedge Funds, UTI: Objective, functions, Regulation of Mutual Fund, Role of UTI in Industrial Finance.

### **Unit-IV**

Lease: Meaning, importance, types, evaluation of lease form the point of view of leaser and leases. Hire Purchase and installment credit, types. Consumer Finance and Housing Finance: Sources and policies for housing finance.

### **Unit-V**

Venture Capital: Concept, and developments in India, Process and methods of financing, Securitization: Structuring a Securitization Deal, Securitization Process, Risks and Limitations of Securitization.

### **RECOMMENDED BOOKS**

1. Financial markets and services: Gordon and Natrajan, HPH.
2. Financial markets and services: S. GURUSAMY, HPH
3. International Financial Management : Madhu Vij, Excel Books.

## **FM – 3105 Corporate Tax Planning and Management**

### **Course Objective**

The course is designed so that the students are aware of what business income is and when it gets taxed. The course also provides students with knowledge the difference between tax avoidance and tax planning.

### **Learning Outcomes**

Students who complete this course will be able identify the difference between tax evasion and tax planning. By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning. Students of the course will able to explain different types of incomes and their taxability and expenses and their deductibility.

#### **Unit – I:**

Importance of corporate tax planning, Tax planning of a new business, Tax planning and financial structure of a company.

#### **Unit – II:**

Tax planning of income from other sources, Tax treatment of losses by the corporate sector, tackling additions to trading account regarding gross profit and stock valuation. Tax planning aspects of ownership and higher purchase vrs leasing..

#### **Unit –III:**

Leverage buyout strategies, Restructuring of sick companies, Devaluation and evaluation, valuation of intangibles, methods of payments and financing options, Accounting aspects.

#### **Unit – IV:**

Tax planning regarding new industrial and infrastructure undertaking, Tax planning regarding export profit and other foreign exchange earnings, Tax planning regarding capital gain, Tax planning aspects of revaluation of assets.

#### **Unit – V:**

Tax planning regarding maximum exemptions and reductions, Tax planning regarding amalgamations, sick companies and demergers. Tax planning of perquisites and allowances of employees.

### **RECOMMENDED BOOKS**

1. R.N. Lakhotia by Singhanian: Vision books..

## **FM – 3106 Mergers and Acquisition**

### **Course Objective**

The course is designed to clarify the importance of mergers and acquisitions in the terms of the company's value, to show the ways of capturing the value drivers through mergers and acquisition , to achieve skills in evaluation of target companies and the deals' value and to understand sources of funding for mergers and acquisitions.

### **Learning Outcomes**

The students will be able to analyze mergers and acquisitions of various types, to show the ways of capturing the value drivers through mergers and acquisitions, to achieve skills in evaluation of target companies and the deals' value and to make decisions on taking strategic investments

#### **Unit – I:**

Corporate restructuring, strategic approach of M and A. India and International experience of M and A. Legal dimensions of M and A.

**Unit – II:**

Takeover strategies and practices, Takeover defenses strategies, alternative corporate restructuring, Strategic alliances.

**Unit –III:**

Leverage buyout strategies, Restructuring of sick companies, Devaluation and evaluation, valuation of intangibles, methods of payments and financing options, Accounting aspects.

**Unit – IV:**

Corporate performances.

**Unit – V:**

Impact of shareholders wealth, Tax implications, Process of integration, Cross boarder deals, duo diligence.

**RECOMMENDED BOOKS**

1. Corporate Restructuring and Merger Acquation - Das Bhagban-HPH

**FM – 3107 Financial Derivatives****Course Objective**

The main objective of this course is to help students gain the intuition and to provide the necessary skills for pricing and hedging of derivative securities (Forwards, Futures, Options and Swaps) and for using them for investment and risk management.

**Learning Outcomes**

Demonstrate knowledge of all aspects of derivative market theory and the roles they play in the financial markets. Identify how derivative instruments can be used to change or hedge risk and evaluate risks and pay-offs associated with trading such instruments and their implications.

**Unit-I: Risk Management & Financial Derivatives**

Introduction to Risk management, Derivative securities classification, Financial Derivative Types- forwards, futures, options, swaps; Functions of derivative markets, Traders in Derivative Markets- Hedgers, Speculators and Arbitraders, Growth and Development of Financial Derivatives Market in India.

**Unit-II: Forward Contracts**

Concept of Forward contracts, Salient features, Financial vs. Commodity forwards, Pay-off in forwards, Long and Short Position, Methods of Pricing Forwards contracts, Hedging using forwards, Forward Rate Agreements (FRA)- speculation and hedging.

**Unit-III: Futures Contracts**

Concept of Future contracts, Types of Futures contract, Trading mechanism in Futures Market, Kinds of Margins in Futures trading, Theories of Future prices, Hedging using Futures contract, Forward contracts vs. Futures contracts. Hedging through Index futures.

**Unit-IV: Options Contracts, Hedging Strategies and Option Valuation**

Concept of Option Contracts, Call option & put option, Moneyness of Options, Hedging using Option contracts, Option-based Hedging Strategies for Bullish market, Bearish market and Ranging market, Option Pricing, Methods of Option valuation- Portfolio replication model, risk neutral model, Binomial Model, Black-Scholes Model for Options valuation.

**Unit-V: Swap contracts**

Swap contracts- Introduction, concept and Types. Interest Rate swaps- Definition, Uses and Hedging; Currency swaps- Basic Structure and hedging.

**RECOMMENDED BOOKS**

1. S S S Kumar, Financial Derivatives; Prentice Hall of India.
2. John C Hull, Options, Futures and other Derivatives, Pearson

3. B.Mishra & S.S. Debasish, Financial Derivatives , Excel Books.
4. Jayant Rama Varma, Derivatives and Risk Management,Tata Mc-Graw.
5. S L Gupta, Financial Derivatives, Prentice Hall of India.

### **Marketing:**

### **MM – 3201 CONSUMER BEHAVIOR**

#### **COURSE OBJECTIVE**

The course provides students with an opportunity to develop an understanding about individuals and organizational consumers; and factors that influence their buying process which will help the business houses to form their marketing strategies. The case discussions will help to develop diagnostic ability, analytical skills, decision-making competency, and presentation skills etc. among the students.

#### **Learning Outcomes**

On successful completion of the course students will be able to appreciate the importance consumer in the market place. This course also will provide an opportunity to develop an understanding about individuals and organizational consumers and factors that influence their buying process of both types of the consumers. This course will help the students aspiring to be marketing professionals in better dealing with consumers in the market place.

#### **Unit – I:**

Introduction to Consumer Behavior, nature and scope, applications of consumer behavior to marketing, Study of consumer behavior as interdisciplinary subject, External and internal influences on consumer, Types of consumers, Theories of consumer behavior.

#### **Unit – II:**

Consumer decision making process – Problem recognition, information search, Alternative evaluation, Purchasing and Post purchase behavior along with cases and assignments

#### **Unit –III:**

Individual determinants of behavior – motivation and involvement, personality and self concept, perception, attitude and change strategies, learning and memory and their applications in understanding consumer behavior

#### **Unit – IV:**

Consumer in social context – Culture and sub-cultural factors, Group influence, social class, reference group, family, consumer psychographics, opinion leadership process, Diffusion of innovations with case studies

#### **Unit – V:**

Organizational buying behavior, Consumerism and Indian consumer environment, Consumer Research, Comprehensive model of consumer behavior – Economic models, Nicosia model, Howard-Sheth model, Engel-Kollat-Blackwell model.

#### **RECOMMENDED BOOKS**

- 1 Schiffman & Kanuk – Consumer Behavior, Pearson Education.
2. Engle J.F - Consumer Behavior, Chicago press.
3. Laudon & Della Bitta - Consumer Behavior, McGraw Hill.
4. Solomon - Consumer Behavior, PHI

### **MM – 3202 Integrated Marketing Communication**

#### **Course Objective**

The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme with exposure on Advertising and other methods of promotion, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

### **Learning Outcomes**

On successful completion of the course students will be able to set IMC objectives Evaluating creative strategies in the light of given marketing objectives and strategies, Identify and make decisions regarding the most feasible advertising appeal and media mix and learning to integrate various methods of promotion into an IMC plan.

### **Unit -I : Basics of IMC and Advertising**

Concept of Integrated Marketing Communication (IMC), Tools of Marketing Communication, Advertising- Definition and Objectives, Classification of Advertisements, Non-product advertising, Functions & benefits of advertising, Steps to develop effective Marketing Communication, Factors in setting the Marketing Communication Mix, Major advertising agencies, Advertising Budget.

### **Unit-II : Advertisement Message & Theories**

Developing Advertising Program- Objectives setting, DAGMAR. STP analysis in Advertisement campaign, Product Positioning: Strategies and Approaches, Advertising appeal- Rational, emotional and moral appeal; Executing Advertising appeal – various styles, Theories of Advertising- AIDA, Hierarchy of effect theory, means-ends theory.

### **Unit -III: Media planning, Advertisement Effectiveness & Creativity**

Classification of advertising media, Media planning process, Media plan, Media scheduling. Evaluation of advertising Effectiveness- pre testing and post testing methods, Creative strategy in advertisements, Elements of a Print Copy.

### **Unit -IV: Sale Promotion Method**

Nature and importance of sales promotion and its role in marketing, Forms of sales promotions- Consumer oriented sales promotion and trade oriented sales promotion, Types of Retail promotion, Kinds of Trade promotion, developing sales promotion programme.

### **Unit -V : Other Methods of Marketing Communication**

Personal Selling- Concept, Significance, Advantages and Disadvantages; Personal Selling and Salesmanship, Public relations and Publicity-Meaning, features, role in marketing, comparison, major tools ; Direct Marketing.

### **RECOMMENDED BOOKS**

1. Advertising Promotion and Other Aspects of Integrated Marketing Communications, Terence A. Shimp, J. Craig Andrews, Cengage Learning
2. SHH Kazmi & Satish K Batra, Advertising and Sales Promotion, Excel Books.
3. Niraj Kumar, Integrated Marketing Communication, Himalaya Publishing
4. Sharma & Singh , Advertising : Planning & Implementation, Prentice Hall of India.
5. S A Chunnawala & K C Sethia, Foundation of Advertising Theory and Practice, Himalaya Publishing

### **MM – 3203 Sales & Distribution Management**

#### **Course Objective**

The objective of this paper is to provide students knowledge on sales and distribution strategies and their implications in managerial decision making.

#### **Learning outcomes**

On successful completion of the course students will be able to understand sales and distribution strategies and their implications in managerial decision making. Further the application of these strategies will help them in better corporate performance.

### **Unit – I: Sales Management**

Objectives and Functions, Role of sales person, Selling skills, Setting up a sales organization, selling process, Theories of selling, Key accounts Management, concept of sales analytics.

### **Unit – II: Management of Sales force**

Estimation of sales force, Recruitment & Selection, Training, Motivation, Compensation, performance appraisal and Evaluation.

### **Unit –III: The sales efforts**

Planning, forecasting, budgeting, Designing sales territories, Managing territories, Setting the sales quota, Profitability Management.

### **Unit – IV: Distribution Management**

Design of Distribution Channel, Channel Conflict, Co-operation & Competition, Vertical marketing system, Horizontal Marketing system, Designing Customer Oriented Marketing Channels.

### **Unit – V: Managing Physical Distribution System**

Order Processing, Transportation, Warehousing, Inventory Management, Market Logistics Decision, Supply Chain Management, Emerging Trends in distribution channels, Global channel arrangements. Case analysis.

### **RECOMMENDED BOOKS**

1. Sales and Distribution Management; Panda & Sahadev; Oxford.
2. Sales and Distribution Management; Havaladar and Cavale; Tata McGraw Hill
3. Sales and Management; Cundiff, Still and Govoni; Pearson Education.
4. Marketing Channels; Coughlan, Anderson, Stern & Ansary; Pearson Education.
5. Sales and Distribution Management; Chunnawala; Himalaya Publishing House.
- 6.

## **MM – 3204 MARKETING RESEARCH**

### **Course Objective**

The course will provide the students an opportunity to understand the process of conducting marketing research and develop some solutions to real life problems. Different case studies to be discussed in the class shall improve their ability to diagnose issues in the case and develop solutions for them.

### **Learning outcomes**

On successful completion of the course students will be able to understand the process of conducting marketing research and develop some solutions to real life problems.

### **Unit – I:**

**Marketing Research - An Introduction:** Application of research in managerial decision making, aims, role, functions and sources of research. Research Process: Steps, research purpose and objectives, converting a manager's problem to a researcher's problem, problem formulation, research design, data collection, analysis, report presentation, preparation of the research proposal. Brief discussion on Research Design: Types of research – exploratory studies, descriptive studies, causal studies and experimentations in marketing.

### **Unit – II:**



**Sources of Data:** primary Source – Methods of Data Collection: Focus groups, Observations, Case histories; Surveys – survey methods – structured and unstructured, direct and indirect methods, in-depth interviews, panels, interview media: personal, telephone, internet & mail, questionnaire construction & pre-testing, qualitative research – projective techniques (word association, sentence completion, thematic apperception test, third person technique), Experimentation – types of causation, inferring causal relationships, natural & controlled experiments, experimental designs, and data analysis of primary data using various statistical and other software. Mixed research methods; Secondary data sources – Govt., non-govt. and syndicated research, methods of collection of data and their analysis, Errors in data collection.

### **Unit –III:**

**Measurement & Scaling Techniques:** Types of scales (data/levels of measurements), nominal, ordinal, interval, ratio scales, Attitude measurement methods – variability methods (paired comparison, ranking, rating, ordered category sorting), Quantitative judgmental methods – verbal, numerical, graphical scales, factorization, constant sum method scales, Multi-item scales – Semantic differential scale, Likert scale, Thurston scale, Staple scale, Considerations in developing scales, reliability and validity of scales.

**Sampling Plan:** Census vs. sample, Steps in sampling process, Definition of population, frame, unit, and element, Types of sampling: Probability sampling techniques – simple random sampling, systematic random sampling, stratified sampling, cluster sampling, area sampling, Non-probability sampling techniques – convenience sampling, quota sampling, judgment sampling, snowball sampling, Determination of sample size. Questionnaire design and testing.

### **Unit – IV:**

**Data Analysis :** Data Analysis Process: Compilation, tabulation & classification of data, data presentation techniques; Analytical techniques – univariate and bivariate analysis, hypothesis testing – parametric and non-parametric tests, and analysis. multivariate techniques - multiple regression, discriminant analysis, factor analysis, cluster analysis, multi – dimensional scaling and conjoint analysis; forecasting methods(application and interpretation only).

### **Unit – V:**

**Special Application Areas:** Advertising research, Motivation research, Sales analysis & Forecasting research, Product research and Consumer research, etc. with Case Studies.

## **RECOMMENDED BOOKS**

1. P. Green & D. Tull & G Albaum: Research for marketing Decisions; PHI.
2. Boyd & Westfall: Marketing Research: Text & Cases; All India traveler Bookseller.
3. D.R. Cooper & P.S. Schindler: Marketing Research; TMH.
4. Naresh K Malhotra: Marketing Research; Pearson.
5. D. George & P. Mallery: SPSS for Windows: Step by Step; Pearson education.

## **MM – 3205 Product & Brand Management**

### **Course Objective**

The objective of this paper is to provide students knowledge on product and brand management strategies and their managerial implications.

### **Learning outcomes**

On successful completion of the course students will be able to understand product and brand management strategies and their managerial implications.

### **Unit – I: Products**

Concepts, Types of products, classification of products, Product in marketing mix, product mix and line decisions, product Life Cycle (PLC)-Planning and developing strategies, Role of product manager.

### **Unit – II:**

New product development and launching strategies- Tools and techniques for product development, New product idea, Concept development and testing, Developing business strategy and launching, market testing, and Commercialization.

### **Unit –III:**

Product Portfolio Management-BCG,GE, Porter's Model Competitor's Analysis, Customer Analysis, Product positioning, Packaging and labeling.

### **Unit – IV: Branding**

Concepts, Evolution, Decisions for branding, Brand image Brand positioning Brand architecture, Brand extension, Co-branding strategies.

### **Unit – V:**

Brand equity-Understanding and measuring brand equity, Consumer based brand equity, Brand rejuvenation, Brand success strategies, Brand resilience, Building global brand. E-branding. Case studies from India context.

## **RECOMMENDED BOOKS**

1. Lehmana & Winner, product Management, TMH.
2. Chunnawalla, Product Management, Himalaya Publishing House.
3. Mazumdar, Product Management, TMH
4. Keller, Strategic Brand Management, Pearson Education.
5. Chunnawalla, Brand Management, Himalaya Publishing House.

## **MM – 3206 International Marketing**

### **Course Objective**

The objective of this paper is to provide students knowledge on international marketing strategies and their managerial implications.

### **Learning outcomes**

On successful completion of the course students will be able to understand the strategies adopted for international marketing and their managerial implications.

### **Unit 1**

Introduction to International Marketing - its nature and scope, need for International Marketing, driving and resisting forces of International Marketing, process of internationalization. International Market Environment - identifying and analyzing opportunities, trading environment, trade blocks and major international bodies – IMF, WTO, World Bank, etc. The SLEPT factor – socio-cultural, legal, economic, political and technological factors.

### **Unit 2**

International Market entry and Expansion – choices, selection and decisions, market entry – which and how, time of entry, modes of entry and factors to be considered for such entry, advantages and limitations of different modes of entry. The 'C' factors – country, currency and competition, industry analysis, strategic positions and strategic intents in International Marketing, the changing rules of engagements.

### **Unit 3**

International Marketing mix – Product management – designing and building global products & brands, strategic alternatives, standardization vs. adaption, building brands in International Markets.

Pricing strategy for International Markets – skimming vs. penetration, currency considerations, pricing methods and objectives, issues like gray markets, dumping, transfer pricing, policy alternatives, etc.

Distribution strategy – foreign markets, channel management, channel members, channel innovations, and channel strategy for new market entry.

International Marketing Communication – selection of ad agency, global ad regulations, media & message considerations, role of culture, and global promotion.

#### **Unit 4**

International Marketing Decisions – development of International Marketing strategy, planning for it, developing structure, culture and capabilities, managing and controlling, tools for market analysis, export procedures and documents, terms of payment, lines of credit and documentary credit, export promotion initiatives of Govt of India.

#### **Unit 5**

Emerging Issues in International Marketing – the impact of electronic communication, the internet, world trade operations using computers.

International Marketing Research – information abundance vs. scarcity, sources of information, research process, research organizations, issues involved in it.

#### **RECOMMENDED BOOKS**

1. Keegan, W.J. – Global Marketing Management, Pearson Education.
2. Cateora & Graham – International Marketing, Tata McGraw Hill.
3. Fayerweather – International Marketing, PHI
4. Varshney & Bhattacharya - International Marketing, S.Chand & Co.

#### **MM – 3207 MARKETING SERVICES:**

##### **COURSE OBJECTIVE**

The course will provide the students an opportunity to understand the nature and unique characteristics of services and will equip the students for designing appropriate marketing strategy. The case discussions in the class will help them to develop diagnostic ability, analytical skills, decision-making competency, etc. to different real life situations.

##### **Learning outcomes**

On successful completion of the course students will be able demonstrate their knowledge of all aspects of services in the market place and the role of service sector in the Indian economy. This course along with consumer behaviour will help in understanding the importance of service quality and their implications in developing appropriate marketing strategy.

##### **Unit-I**

**The Concept of Services** - Peculiarities of Services, Services vs. Goods, Marketing Implication, Reasons for Growth of Services, Classification of Service Sector. Service sector in India, Cases.

##### **Unit-II**

**Marketing Mix for Services:** The marketing mix concept – Service product design and development, Pricing, Branding, Distribution and Promotion. The additional three Ps – people, process and physical evidence. The case of Relationship Marketing – its suitability in Service Marketing. Cases.

##### **Unit-III**

**Consumer Behaviour in Services :** The concept of Search, Experience and Credence, Consumer experience, Post-evaluation experience, Customer expectations and perception of services. Measuring and managing service quality and expectations. The Gap model, Listening to consumers and customer complaints, Service recovery strategies. Case studies.

##### **Unit-IV**

**Aligning Service Design, Delivery and Standards:** Service development and design, Customer defined service standards, Physical evidence and service space, Role of employees and customers in service delivery and delivering services through intermediaries and electronic channels. Managing demand and supply in services. Case studies.

##### **Unit-V**

**Special areas of Marketing of Services:** Financial services, Health Care, Hospitality and Tourism services. Airlines and Transportation services, Information Technology & Communication services, Education and extension services, etc. Service and the bottom line. Cases

### **RECOMMENDED BOOKS**

1. Audrey Gilmore – Service Marketing and Management, Sage Publications.
2. Ravi Shanker – Services Marketing, Excel Books.
3. Zeithaml, Bitner, Gremler, Pandit – Service Marketing, TMH.
4. Lovelock – Service Marketing, Pearson Education

### **MM – 3208 INDUSTRIAL MARKETING:**

#### **Course Objective**

The course will provide the students an opportunity in understanding the unique nature of industrial buyers or business buyers. The course is designed to help the students aspiring to make a career in sales and distribution management in different business houses. The case studies in the class will be discussed as an attempt to develop diagnostic ability, analytical skills, decision-making competency, etc. among the students.

#### **Learning outcomes**

On successful completion of the course students will be able to understand the strategies adopted for industrial marketing and their managerial implications.

#### **Unit-I**

**Industrial Marketing:** Meaning, Nature, Scope. Consumer Goods marketing v/s. Industrial Goods Marketing, understanding the industrial markets, Participants in industrial buying and their role, Industrial Goods Classification, buying situations, new product planning and development process. Cases studies.

#### **Unit-II**

**Organizational Buying** – Nature of industrial buying, the interpersonal dynamics in buying, the buying process and the factors influencing it. Assessing market opportunities and market segmentation.

#### **Unit-III**

**Strategy formulation in Industrial Market** – Product planning and New product development, pricing policies decision analysis, Pricing determinants – customers, competition and cost.

#### **Unit-IV**

**Strategy formulation in Industrial Market** – Industrial product distribution – Channel Management and Administration, Marketing channel participants. Sales force management, Marketing logistics, Customer service, International marketing channels for industrial products.

#### **Unit-V**

**Strategy formulation in Industrial Market** –: Promotion as an element in the Industrial Marketing Mix, Marketing communication and planning, Promotion strategy and implementation, Marketing of Consultancy, R&D and Technology. Cases.

### **RECOMMENDED BOOKS**

1. Reeder, Brierty and Reeder – Industrial Marketing, PHI
2. Hutt & Spen – Industrial Marketing Management.
3. Raymind E.Covey - Industrial Marketing : Cases & Concepts.
4. Richard M.Hill, Alexander & Corss – Industrial Marketing

### **HR**

#### **HR – 3301 Management of Industrial Relations**

## **Course Objective**

The course will impart basic knowledge of the Indian Industrial Relations System. It will also build awareness of certain important and critical issues in the Indian Industrial Relation System.

## **Learning outcomes**

The students will be able to apply the principles of IR and develop an awareness of the significance of industrial peace. They will also learn to apply the collective bargaining and related laws to an industry.

### **Unit – I:**

Industrial Relation: Concept, nature and scope. Positive and negative industrial relations. Industrial Relation System (IRS), Factors influencing industrial relation, Approaches to IR. Role of state and IR in India.

### **Unit – II:**

Trade Union – Concept, objectives and functions. Types of unions, Registration and Recognition of Unions. Trade Union theories – Selig Perlman, Robert Hoxie, G.D.H. Cole, Karl Marx, Sidney & Beatrice Webb, Frank Tannerbaum and Mahatma Gandhi. Growth of trade unions in India.

### **Unit –III:**

Industrial Relation Laws in India – trade Unions Act, 1926, Industrial Employment (Standing orders) Act, 1946 and Industrial Disputes Act, 1947. Methods of Settlement of disputes in India.

### **Unit – IV:**

Collective bargaining – Concept, characteristics and functions. Process of collective bargaining, Bargaining theories – Marketing, governmental and Managerial, Innovative collective agreements. Workers participation in Management – concept, objection. Forms of workers participation. Growth of workers participation in India.

### **Unit – V:**

Grievance Management – I.L.O. – Structure and functions, ILO Recommendation and Conventions. Indian Labour conference (ILC) and standing Labour Committee (SLC) Structure and function.

## **RECOMMENDED BOOKS**

1. C.S. Venkat Ratnam, Industrial Relations, Oxford publishing house
2. C.B. Manoria, Dynamics Industrial Relations Himalaya Publishing
3. V.S.P. Rao, HRM and Industrial Relations, HPH

## **HR – 3302 Human Resource Development: Strategies and System**

### **Course Objective**

The students will know the concept of Human Resource Development system, meaning, importance of HRD, Mechanism, processes, Instruments and out-comes including the HRD strategy.

### **Learning outcomes**

The students will be able to demonstrate the key terms, theories/concepts, practice of human resource development and strategy and solve the problem in the area of HRD.

### **Unit-I**

Human Resource Development (HRD) Human Resource Utilizations (HRU) and Human Resource Environment (HRE). Definition of HRD, Training, Education and Development, Human Units in the

organization- Individual employee, The Role, The Dyad, the team, the interterm and organization. HRD climate in organization.

### **Unit-II**

The HRD System – Appraisal system, Career system, Training system, work system, Cultural system and self-renewable systems. Role of line managers in HRD. Staffing for HRD – Roles and the HR Developer, Learning specialist, Administrator consultant. Applying the role concepts to the organization staffing practices. HRD needs and Analysis – organization Analysis, Task Analysis and person Analysis.

### **Unit-III**

Instructional Strategies for HRD: Commonly used strategies – group learning and individual learning Training methods- on the job and off-the-job training. Transactional Analysis, Assessment centre, Behavior modeling, inbasket exercise, Managerial grid, Role playing, sensitively training, self-directed learning etc.

### **Unit-IV**

Organization Development concept and objectives. Approvals to studying OD Change process theory and change implementation theory. Kurt Lewin's Process of Change. Human Processual approach Techno structural approach socio technical system approach and organization intervention approach. OD interventions in different companies, Motivational aspects of HRD.

### **Unit-V**

Evaluating HRD- Concept of evaluation, Planning, objectives, Evaluation elements, Data gathering, analysis and feedback. The manager and evaluation, The HRD concept- Training, Education and Development. Kirkpatrick's model on evaluation.

## **RECOMMENDED BOOKS**

1. Corporate Human Resources Development – Leonard Nadler
2. Human Resources Development – Warner et al. Thompson learning
3. Human Resource Development -Bhattacharya-HPH

## **HR – 3303 Human Resource Planning**

### **Course Objective**

The students will develop a conceptual as well as practical understanding of planning, deployment, maintaining HR information and measure the value of human resource.

### **Learning outcomes**

The students will be able to forecast the future human resource in an organization and review every aspect of management of HR to determine the effectiveness through HR audit and HRIS

### **Unit-I**

Concept, objectives and functions of HRP. Dimensions of HRP. Approaches to HRP – Social demand, Rate of return and Manpower Requirement, growth and Development of HRP.

### **Unit-II**

Human Resource information System (HRIS) – Concept, objectives, Procedure and type of data needed to develop HRIS at macro and micro level.

### **Unit-III**

HR forecasts – Concept, need and objectives, Types of HR forecasts. HR demand forecasting – objectives. Demand forecasting at macro level. HR desual forecasts at micro level, methods – Ratio and regression, managerial judgment, work study method. HR supply forecasting at macro level.

### **Unit-IV**

HR supply forecasts at micro level – Analysis of wastage – pottery reasons and measurement – absenteeism, tumors, stability survival rate – cohest analysis. Age population balance, Patton of internal movement of person using Markov chain analysis.

### **Unit-V**

HR Audit – Concept meaning and purpose. Types of HR audit – Specific and comparative HR audit. Steps in conducting HR audit in an organization.

HR Accounting – Concept and objectives. HR cost accounting and HR value accounting. Methods determining the value of pursuing to an organization – Likert & Bares method, Flamholtz method and Lev & Schwartz method.

### **RECOMMENDED BOOKS**

1. Planning Corporate Manpower – D.J. Bell
2. Manpower Planning – Gareth Steiner
3. Strategic HR Planning – Vivek Parasijpe
4. HR Planning – Gordon Mc Beath.

## **HR – 3304 Management of Training and Development**

### **Course Objective**

- To conduct training need analysis for the job, person and organization keeping in view the current and future requirements.
- To design the training programmes to address the needs identified and execute the training by adopting suitable method, technique and training aids.
- To evaluate the training program; verify its validity and achieve overall control for improving the training function of an organization on a continuous basis.

### **Learning outcomes**

The students will be able to:

- Study training programs and processes in different organizations and analyze their effectiveness.
- Design a training program for a specific job role.
- Conduct a mock training session including need identification and evaluate the effectiveness of the same.

### **Unit-I**

Learning-Concept, principles, and theories of learning, role of learning in training. Maximizing learning – Trainee characteristics, training design, retention of what is learned and transfer of training, learning strategies and styles – Kolb's learning styles, Training and Development – similarities and differences.

### **Unit-II**

Training need Assessment – what is a training need? Purpose of need assessment and levels of need analysis, Strategic/organizational analysis – components of Strategic/organizational need analysis, advantages and methods. Task Analysis – Its processes, examples and summary. Person analysis-components of person analysis, Role of Performance Appraisal in the process, development needs, Employee as a source of Need Assessment Information.

### **Unit-III**

Design of Training, Training Delivery Methods. On –the-job Training – Apprenticeship, Job Instruction Training (JIT), Job Rotation, Coaching and Mentoring, Vestibule Training.

Off- the- job training- Class room training Approaches, The Lecturer Approach, The Discussion Method, Audio Visual Media, Experiential Methods, Case Methods, Seminars/Conferences and Workshops. Arranging the Physical Environment, Getting Started.

### **Unit-IV**

Management Development Programmes – objectives, In basket exercise, Role Playing, Management Games, Management Grid, Sensitivity Training, Transactional Analysis, Transcendental Meditation, objectives of the methods and methodology of conduct of such Programmes.

### **Unit-V**

Evaluation of Training Effectiveness – Objectives and methods. Models and Framework of Evaluation. Kirkpatrick’s evaluation framework, Galvin’s method and Warr et al. framework of evaluation. Cross Sectional and longitudinal studies in evaluation.

### **RECOMMENDED BOOKS**

1. *FORD – Bottom Line Training – How to Design and Implement Successful Programs that boost profits – PHI.*
2. *Dr. B. Rathana Reddy “Effective HR Training and Development Strategy” HPH*

## **HR – 3305 Compensation Management**

### **Course Objective**

To promote understanding of issues relating to compensation or rewarding human resources in organizations and to impart skills and designing, analyzing, and restructuring reward management systems, policies and strategies.

### **Learning outcomes**

The students will be able to:

- Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals.
- Determine the performance based compensation system for business excellence and solve various cases.
- Design the compensation strategy for attracting retaining and motivating high quality workforce.
- To understand the legal and administrative issues in compensation to prepare the CTC, wage survey, and calculate various bonus plan.

### **Unit-I**

Compensation - Concept and objectives. Linking Compensation to organizational objective. Principles of Compensation. Competently based Compensation. Dissensions of Compensation. Non financial Compensation system. 3-P Compensation concept, Recent trends in Compensation management. Concept of Reward.

### **Unit-II**

Objectives of wage policy- Economic and social, wage concept-minimum wage, Fair wage and living wage. Money wage & real wage. Components of wages. Rationale for DA payment. ILO on minimum wage. Wage differential-concept and types.

### **Unit-III**

Wage theories – Subsistence theory, Residual claimant theory, wages fund theory, Managerial Productivity theory and Bargaining theory. Job evaluation- concept and objectives. Methods of job evaluation.

### **Unit-IV**

Wage determination- institutional Mechanism. Wage Board-structure and functions. Collective Bargaining, Minimum wage Advisory Board and Pay commission. Incentives- Payment my Results. Individual and group incentive schemes.

### **Unit-V**

Wage legislations- Minimum wages Act, 1948, Payment of wages Act-1936, Payment of Bonus Act, 1965. Equal Remuneration Act, 1976.

### **RECOMMENDED BOOKS**

1. Compensation and reward Management- B.D. Singh, Excel.
2. Understanding wage Systems- A.M. Sharma, Himalaya
3. Wage Boards in India – P.R.W. Sinha

## **HR – 3306 Legal Framework Governing Human Relations**



## **Course Objective**

The objective of this paper is to enable students to understand and apply the principles of IR and develop an awareness of the significance of industrial peace. This also focuses on providing students a conceptual basis of Industrial Relations and labor law and giving an understanding of the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.

## **Learning outcomes**

The students will be able to:

- Enhance necessary critical thinking skills in order to evaluate different labour laws for harmonious employee – management relations.
- Implementation of various industrial acts to an industry.

### **Unit – I:**

Emergence and objectives of Labour Law and their socio-economic environment.

Legislations on working conditions –

Factories Act – 1948

Contract Labour (Regulation & Abolition) Act – 1970

Inter State Migrant Workmen (RECS) Act, 1979

### **Unit – II:**

Law relating to Industrial relations –

Industrial Employment (Standing Order Act) – 1946

Trade Unions Act – 1926

Industrial Disputes Act - 1947

### **Unit –III:**

Laws relating to wages and Bonus:

Payment of wages Act – 1936

Minimum wages Act – 1948

Payment of Bonus Act – 1965

Equal remuneration Act - 1976

### **Unit – IV:**

Laws relating to Social security:

Employee State Insurance (ESI) Act – 1948

Employee Provident Fund (EPF) Act 1952&1995

Payment of Gratuity Act – 1972

Workmen’s Compensation Act – 1923.

### **Unit – V:**

Interpretation of Labour Laws; their workings and implications for employer workmen and the Industry – with special reference to ID Act, FACTORIES Act, STANDING ORDER Act & WCA Act.

## **RECOMMENDED BOOKS**

1. N.D. Kapoor – Labour Laws, Sultan Chand.
2. P.L. Hand Book of Industrial Law, Eastern Books.
3. Sinha & Sinha-Ind. Relations & Labour Legislations in India.

## **HR – 3307 Organizational Change and Intervention Strategies**

### **Course Objective**

- To give a broad theoretical and practical understanding of key concepts and issues in managing organizational changes.

- To know about different types of OD interventions and OD techniques.

### **Learning outcomes**

The students will be able to:

- Gain insights of change management components, process and its functions.
- Enable with various OD diagnosing models.
- Ability to handle various OD interventions.

### **Unit – I:**

Concept of change, Importance, cause and nature. Force of change: Perspectives on change - Contingency, Perspective, Resource Dependence Perspective, Population, Ecology Perspective, Institutional Persecutes. The six-box Organizational Model. The F.S framework. Types of changes: continuous discontinuous, Participative directive, Planned and unplanned.

### **Unit – II:**

The change process: Problem recognition, Identifying the causes of problem, Implementing the change, Generating motivation for change, Managing the transition state, Supporting the change – Evaluating the change. Resistance to change – Lewin's 3 –step model. Managing change – Planning, Internal Resource person (IRP) External change agents.

Cutting edge change strategies: Successful self directed teams of planned change, Stress Management with Individual & organizational strategy, Learning organization.

### **Unit –III:**

Organizational diagnoses: The Action Component: OD interventions, Meaning and concept of OD Intervention. Training based- based OD Intervention, Person Focused OD intervention, Role focused OD Interventions.

### **Unit – IV:**

TYPES OF OD INTERVENTIONS: Jean Intervention, Intergroup and 3<sup>rd</sup> party peacemaking Intervention. Comprehensive OD Interventions, Structural Interventions.

### **Unit – V:**

Applicability of OD. Interventions in Human Resource Development, The O.D process – client consultant Relationship, The future of OD – Leadership & values, OD Training, Interdisciplinary nature of OD, Diffusion of OD Techniques, Possible change in OD process & practice.

### **RECOMMENDED BOOKS**

1. Nilahantha Vand Ramnarayan – S – Managing Organizational change.
2. K. Harigopal – Management of Organizational charges Response Book.
3. I. Palma. Richard Dunferd. G. Akin – Managing Organizations change. TMH.

### **System**

### **ITM – 3501 ELECTRONIC COMMERCE (E – Commerce)**

#### **Course Objective**

This paper mainly focuses on the concepts, tools and techniques of e-commerce which will help a student to implement the online transactions in a business scenario.

#### **Learning outcomes**

After successful completion of the paper students can apply concepts, tools and techniques of e-commerce applications for online transactions in a business scenario.

## UNIT-1

Introduction to E-Commerce and Physical Commerce, Different types of E-Commerce, E Commerce Scenarios, Advantages & Disadvantages of E-Commerce, Business models for E-Commerce.

## Unit-2

Internet and WWW, Basic Network Architecture, WEB system architecture, URL, Overview of the HTTP, Cookies, Web Page Designing using HTML.

## Unit-3

B2B E-Commerce, Characteristics of B2B EC, Models of B2B EC, Supplier-Oriented & Buyer-Oriented Market Place, JIT, Other B2B Models, Auctions, and Services, The Role of Software Agents for B2B EC, E-Marketing in B2B and Managerial issues.

## Unit-4

Electronic Payment Systems, SSL & SET protocols, Security Schemes in E-Payment Systems, Basic Cryptography for enabling E-Commerce, Managerial issues for E-Payment Systems.

## Unit-5

Economics, Global, and other issues in E-Commerce and Software Agents.

## RECOMMENDED BOOKS

1. E-Commerce Fundamentals & Applications By Chan, Lee, Dillon & Chang from WILEY
2. E-Commerce A Managerial Perspective By P.T. Joseph, PHI Publication
3. E-Commerce By Turban, Lee, King & Chung, Pearson Education Publication
4. E-Commerce By C.S.V. Murthy, Himalaya Publishing House

## ITM – 3502 Object-Oriented Modeling and Design

### Course Objective

The prime objective of this paper is to make students understand about modeling the real life world using object oriented techniques.

### Learning outcomes

On successful completion of the course students can learn about software development productivity and apply modelling the real life world using object oriented techniques.

## UNIT-I

Introduction to Object-oriented: Definition, Development and themes. Modeling concepts: Modeling as a Design Technique.

## Unit-II

Objects and Classes, Links and Associations, Generalization and Inheritance, Sample Object model, Aggregation, Multiple Inheritance, Metadata, Candidate Keys.

## Unit-III

Dynamic Modeling: Events and States, Operations, A Sample Dynamic Model. Relation of Object and Dynamic Models. Functional Modeling, DFD, A Sample Functional Model, Relation of Functional To Object and Dynamic Models.

## Unit-IV

Writing Programs in C++: Data Types, Operators and Statements, Declaration of Variables, Features of iostream.h, Control statements, Functions and Program structures, Arrays.

## Unit-V

Classes and Objects, Inheritance, Overloading and Polymorphism.

## **RECOMMENDED BOOKS**

1. OOM and Design by Rumbaugh, Blaha, Premerlani, Eddy and Lorensen : Prentice-Hall of India.
2. Programming with C++ by D. Ravichandran : Tata McGraw-Hill
3. Programming with C++ by Balguruswamy : Tata Mc-Graw-Hill

## **ITM – 3503 Database Management System**

### **Course Objective**

This paper focuses on the design and use of database for organization. It helps students to gain knowledge on conceptual and practical application of DBMS.

### **Learning outcomes**

After successful completion of the course students can understand design and use of database for organization. It also helps students to know practical application of DBMS.

### **Unit-I**

Basic Concepts of Database, Database Basics, Three views of Data, The Three Level Architecture of DBMS, DBMS facilities, Elements of a DBMS, Advantages and disadvantages of DBMS.

### **Unit-II**

Database Models & Its Implementation, FMS, E-R model, The Hierarchical Model, The Network Model and The Relational Model.

### **Unit-III**

Relational Model: Introduction and objectives, Relational Algebra, Concepts of a Relational Model, The CODD Commandments, Relational Completeness.

### **Unit-IV**

Normalization : Introduction and objectives, Functional Dependency, Anomalies in a Database, Properties of Normalized Relations, 1NF, 2NF, 3NF, BCNF, 4<sup>TH</sup> and 5<sup>TH</sup> Normal Form, Examples of Database Design.

### **Unit-V**

SQL statements using Microsoft Access or Oracle, Query Processing, Running queries on multiple tables, Managing data with SQL.

## **RECOMMENDED BOOKS**

1. An Introduction to Database Systems by Bipin C. Desai, Galgotia Publications
2. Database Systems by C.J. Date
3. Oracle The Complete Reference by Koch Loney, TATA MCGRAW HILL
4. IGNOU study materials

## **ITM – 3504 Advanced DBMS**

### **Course Objective**

This paper is designed for in-depth understanding and use of DBMS. A student can get insight to the different database models used by various organizations.

### **Learning outcomes**

On completion of the paper students can gain in-depth knowledge on different database models and its usage.

### **Unit-I**

Data Modeling for a Database, Records & Files, Abstraction & Data Integration, The Three-Level Architecture Proposal for a DBMS, Components of a DBMS, Components of a DBMS, Data Models, Data Associations, Data Models Classification.

### **Unit-II**

DDL, DML, Query Language, Types of Databases, Relational Database Design and Query Processing.

### **Unit-III**

Database Recovery, Reliability of Database Systems, Transactions, Recovery in a Centralized DBMS.

### **Unit-IV**

Concurrency Management, Concurrency Control, Deadlock and Its Resolution, Database Security, Integrity and Control.

### **Unit-V**

Distributed Databases: Objectives and Structure, Trade Offs in Distributing the Database, Design of Distributed Databases.

### **RECOMMENDED BOOKS**

1. An Introduction to Database Systems by Bipin C. Desai, Galgotia Publications
2. Database Systems by C.J. Date
3. Oracle The Complete Reference by Koch Loney, TATA MCGRAW HILL
4. IGNOU STUDY MATERIALS

### **ITM – 3505 Tele Communications for Business**

#### **Course Objective**

This paper focuses on modern data communication and computer networking systems used by different business entities.

#### **Learning outcomes**

After completion of the paper students will focus on different modern data communication and computer networking systems used by different business entities.

### **Unit-I**

Data Communications, Data Representation, Data Flow, Data transmission speed, Data transmission media, Digital & Analog Data Transmission, Data transmission services, Communication Processors, Asynchronous & Synchronous transmission.

### **Unit-II**

Computer Networks, Network Criteria, Network Topologies, Categories of Networks, Communications Protocols, Roles of a Communication Protocol, Concept of Layered Protocols in Network Design.

### **Unit-III**

Network Models, The OSI Model, TCP/IP Protocol, Network Devices: NIC, Modem, Hub, Switches, Bridges, Routers, Gateways.

### **Unit-IV**

Client/Server Computing, EDI and its Applications, Internet, Intranet and Extranet, Concepts of E-Commerce and ERP.

### **Unit-V**

Wireless Networks, Mobile Communications, Cryptography, Network Security and Management.

### **RECOMMENDED BOOKS**

1. Data Communications and Networking By B.A. Forouzan, Tata McGraw Hill
2. Computer Networks By A. S. Tanenbaum, Prentice-Hall India
3. Computer Fundamentals By P.K.Sinha & Priti Sinha, BPB Publications
4. E-Commerce Fundamentals & Applications By Chan, Lee, Dillon & Chang from WILEY
5. ERP Theory & Practice By Rahul V. Altekar, Eastern Economy Edition

## **ITM – 3506    Software Engineering**

### **Course Objective**

This paper focuses on the design of software using different models used in various industries.

### **Learning outcomes**

On completion of the paper students can gain in-depth knowledge on design of software using different models used by software developers for various applications.

### **UNIT-I**

The Software Engineering Discipline-Evolution & Impact. Programs vs. Software products, Why study Software Engineering? Emergence of Software Engineering, Changes in software development practices, computer systems engineering. Software life cycle models.

### **Unit-II**

Software Project Management : Responsibilities of a software project manager, project planning, metrics for project size estimation, project estimation techniques, empirical estimation techniques, COCOMO Model, Scheduling, Risk management, Software configuration management.

### **Unit-III**

Requirements analysis and specification, Requirements gathering and analysis, SRS, Formal system development techniques, Software Design, FOD, OOD.

### **Unit-IV**

Object modeling using UML, UML diagrams, USE CASE MODEL, CLASS DIAGRAMS. Object-Oriented Software Development.

### **Unit-V**

Coding and Testing, Code review, Verification Vs. Validation, Unit testing, Black-Box testing, White-Box testing, Debugging, Program Analysis Tools, Integration testing, System testing. Software reliability and quality management.

### **RECOMMENDED BOOKS**

1. Fundamentals of Software Engineering By Rajib Mall, EEE PHI Learning.
2. Software Engineering By Roger S. Pressman, Tata McGraw Hill

## **ITM – 3507    Intelligent System**

### **Course Objectives**

The basic objective of the course is to enable students how computer perform intellectual tasks such as decision making, problem solving, perception, understanding human communication.

### **Course Outcome**

After completion of the paper students will focus on intelligent systems used for complex decision making and problems solving using the techniques of AI.

### **UNIT-1**

Data Warehousing, Access, Analysis, Mining and Visualization, Modeling and Analysis. Overview of Artificial Intelligence.

### **Unit-2**

Knowledge : General Concepts, Definition and importance of Knowledge, Knowledge-Based Systems, Representation of Knowledge, Knowledge Organization, Knowledge Manipulation.

### **Unit-3**

Knowledge Acquisition and Validation, Knowledge Engineering, Matching Techniques, Knowledge Organization and Management.

### **Unit-4**

Object-Oriented Representations : Introduction and overview of OOS, Objects, Classes, Messages, and methods, Simulation example using an OOS Program.

### **Unit-5**

Fundamentals of Intelligent Systems, Knowledge-Based Decision Support: Artificial Intelligence and Expert Systems.

## **RECOMMENDED BOOKS**

1. DSS & Intelligent Systems By Turban & Aronson, Pearson Education
2. Artificial Intelligence & Expert Systems By Dan W. Patterson, Prentice Hall of India.

OM

**OM – 3401 Total Quality Management**

### **Course Objective**

This module will bring in clarity in understanding all aspects of quality in operation of an organisation and also introduce the student to the modern concept of TQM..

### **Learning outcomes**

After studying this module the student will be equipped to handle quality related aspects of an organisation

### **Unit-I**

**Concept of Quality:** Importance of quality in services and manufacturing operations. Quality and defects, quality assurance, organization for quality, quality manager – functions and accountability.

### **Unit-II**

**Quality Planning:** Operations planning and quality assurance; Quality of design product and services, productions and operations, resources and supplies. Quality conformance, inspection & process control, acceptance sampling techniques, quality of performance, Field services.

### **Unit-III**

**Product Quality Audit:** Discovering and analyzing quality control problems. Analysis and diagnosis tool stratification, Pareto diagrams, Cause and effect diagram. Histograms, graphs and control charts, check sheets, scatter diagrams. Market Quality surveys and complaints processing. Analyzing and diagnosing quality problem.

### **Unit-IV**

**Quality Control Audit & ISO 9000:** Purpose of quality control audit and its effectiveness, planning and the quality audit - external and internal quality audit, clients, audit, auditor, audit procedure, implementation of quality audit, ISO 9000.

#### **Unit-V**

**Total Quality Management:** Concept, strategic orientation, leadership and training documentation, systems; Quality Circles, Kaizen, Bench Marking Aspects of service quality management.

#### **RECOMMENDED BOOKS**

1. Jain P.L. – Quality Control & Total Quality Management, TMH.
2. Sneha & Willburn – The Management of Quality Assurance, John Wiley & Sons.
3. Mills – The Quality Audit : A Management Evaluation Tool, TMH.
4. Juran & Gryna – Quality Planning and analysis, TMH.
5. Wadworth et.al – Modern Methods for Quality Control and Improvement, John Wiley.
6. Mizuno – Company Wide Total Quality Control, Asian Productivity Organisation.
7. Wakhlu, Bhubaneswar – total Quality, Wheeler Publications.

### **OM – 3402 Supply Chain Management (SCM)**

#### **Course Objective**

This module will impart the knowledge relating to what is supply chain, how to manage the same. This module also covers the aspects of supply chain like – procurement, inventory in supply chain, logistic of supply chain and IT requirement and other related modern concepts in SCM.

#### **Learning outcomes**

After studying the module the student will be aware of all the related aspects of SCM and also the issues related to it.

#### **Unit I**

**Supply Chain Foundations:** Meaning, Scope, importance of Supply chain Management; competitive and supply Chain Strategies, value chain, drivers and obstacles in supply chain performance, customer Focus, Channel Integration. **Customer Service:** Elements of customer service; determination of the customer service level; development of customer service package.

#### **Unit II**

**Procurement Logistics:** Role of sourcing in a supply chain, supplier scoring and assessment, supplier selection and contracts, collaboration between supplier and manufacturer, procurement process, supplier development.

#### **Unit III**

**Management of Inventory in SCM:** Purpose of Inventory Management; Types & Techniques in inventory management; Principal issues in inventory management, Third Party Logistics & its implications.

#### **Unit-IV**

**Distribution & Transportation in SCM:** Distribution channel, channel structure, factors influencing distribution network design, design options for a distribution network, selecting a distribution network channel, The role of Transportation in supply chain, factors affecting transportation decision – carrier and shipper; alternate mode of transportation, Intermodal transportation, design options for a transportation network; tradeoffs in transportation design.

#### **Unit-V**

**Important issues in SCM:** Reverse Logistics, green logistics; global logistics, bull whip effect and its management, Role of IT in SCM & Logistics; Measurement and evaluation of performance in SCM.

#### **RECOMMENDED BOOKS**

1. Chopra & Meindl – supply chain Management – Strategy, planning and operations, 2/e, Pearson.
2. Kapoor and Kansal – Marketing Logistics – supply chain approach, 2003, Pearson.
3. Simchi-Levi, Kaminsky & Simchi-Levi – Designing & Managing the Supply Chain – concepts, strategies & case studies, 2/e, 2003, TMH.
4. Bowersox & Closs - Logistical Management - the integrated supply process, 2000, TMH.



5. Ballou Ronald H. – Business Logistics/ Supply Chain Management, 5/e, 2004, Pearson.
6. Sople Vinod V. – Logistics Management - the supply chain imperative, 2004, Pearson.

## **OM – 3403 Services Operations Management**

### **Course Objective**

This module gives an idea about the management of services required for successful operation of an organisation. It also highlights logistics, inventory, quality and planning required for successful service management.

### **Learning outcomes**

After reading this module the student will become aware about how service management is different from operation management per se and how to handle various aspects of the services in an organisation.

#### **Unit I**

**Challenges in Operations management of services:** Matrix of service characteristics; Service Encounters; Service strategy and competitiveness; measuring service productivity.

**Managing demand and supply in services:** Facilities location and layout for services; Service process Design; Technology in services.

#### **Unit II**

**Dimensions of Service Quality:** the GAPS model of service quality; Measurement and control of quality of services; Service recovery; Service guarantees.

#### **Unit III**

**Dynamics of Service Delivery System:** Scheduling for service personnel and vehicles; Waiting line analysis; Distribution of services; Product support services.

#### **Unit IV**

**Service Inventory Systems:** Characteristics of service inventories; service inventory control system; Maintenance of services.

#### **Unit V**

**Growth & Globalization of services:** Domestic growth and expansion strategies; Franchising; global service strategies.

### **RECOMMENDED BOOKS**

1. Haksever, Render, Russell & Murdick – Service Management & Operations, Pearson.
2. Fitzsimmons & Fitzsimmons – Services Management-Operations Strategy, TMH.
3. Sharma J.K. – Service Operations Management, Anmol.
4. Collier David A. – Service Management – Operating Decisions, Prentice Hall.
5. Fitzsimmons & Sullivan – Services Operations Management, Tata McGraw Hill.

## **OM – 3404 Technology Management**

### **Course Objective**

This module explains what is Technology and how to assess the technology requirement of an organisation and also how to acquire the best possible technological solution.

### **Learning outcomes**

After completing this module the student will be able to know how to assess the technology requirement of an organisation and how to successfully acquire/develop the same.

#### **Unit I**

**Basic Concepts – Concept of Technology :** Role and Importance of technology management; Status in India, technology, life cycle, science and technology policy statements of the government, technology and socio-economic planning, technological change; Macro-effects of change.

**Unit- II**

**Technology Forecasting:** Need; role; Methodologies of forecasting; various forecasting methods.

**Unit- III**

**Technology Strategy:** Technology Generation, Technology Development.

**Unit- IV**

**Technology Transfer:** Models of transfer; modes of transfer; search strategy; transfer package, agreements; Technology Absorption- Concepts, constraints, management of absorption, Government initiatives.

**Unit- V**

**Technology-Assessment methods:** Technology evaluation, diffusion of technology – strategy, mode appropriate technology.

**RECOMMENDED BOOKS**

1. Hawthorne – The Management of Technology, McGraw Hill.
2. Twiss – Managing Technological Innovation, Pitman.
3. Desai – Technology Absorption in Indian Industry, Wiley Eastern.
4. Betz – Managing Technology, Prentice Hall.
5. Rohatgetal – Technological Forecasting, Tata McGraw Hill.
6. Sharif Nawaj- Technology Policy Formulation & Planning : A Reference Manual, APCTT, Bangalore.
7. Tushmar & Anderson – Managing Strategic Innovation & Change, Oxford University Press.

**OM – 3405 Purchasing and Material Management**

**Course Objective**

This module explains all the aspects of purchasing like – material planning, procedures to select suppliers, quantity and time for various materials and services as may be required for successful operation of an organisation. This module also covers warehousing aspects.

**Learning outcomes**

After completing this module the student will be clear about the procedures for procuring, ordering, transportation and storage of Materials being procured for operation of an organisation.

**Unit – I:**

Roll of Purchasing and Materials Management- objectives, organization and Inter relationships, Determination and Description of material Quantity, Material planning in push and pull system, MRP and JIT.

**Unit – II:**

Purchase system and procedures: - objectives, Purchasing function, Purchasing polices and decisions, make or Buy vender selection and Rating, Timing of purchase, price determination, purchase procedures and system public purchasing and tendering.

**Unit –III:**

Inventory Management – Introduction of inventory system, Function of Inventory and Relevant cost concept, classification of Inventory systems, Inventory Models: Deterministic Discount, EOQ EBQ, MRP – I, selective Inventory Management ABC, VED, FSN, PQR.

**Unit – IV:**

Store layout, classification and codification, stores system and procedures. Identification system, Receipt system, store system, stores Accounting and verification system, stores location and store equipments.

**Unit – V:**

Warehousing Management, material Handling, Traffic and Transportation, Disposal of Scrap, waste management waste reduction approach, waste collection, Recycling waste disposal system, materials information system.

### **RECOMMENDED BOOKS**

1. Putta, A.K Integrated Materials Management, New McGraw Hill.
2. Ansari A and modarress B. JIT purchassry, New York-
3. Gopalakrishan P. and Sanderashan M. Handbook of Materials Management, New Delhi prentice Hall of India

### **OM – 3407 WORLD CLASS MANUFACTURING**

#### **Course Objective**

This module covers all the aspects of operating a facility to produce the best possible product, which can compete with any other product in the world market.

#### **Learning outcomes**

After studying the module the students shall be aware about the things required to achieve world class manufacturing.

**Unit I-** World Class Manufacturing Environment: Imperatives for success- Technology, Systems approach and Change in the mindset; Strategic decisions in Manufacturing Management- Choice of Technology, Capacity, Layout; Aggregate Planning and Master Production Scheduling; Materials Requirement Planning and Manufacturing Resources Planning and Enterprise Resource Planning.

**Unit II –** Optimized Production Technology, Principles advocated by Goldratt; Just In Time System: JIT Manufacturing System, JIT Pull System- Use of Kanban, JIT Purchasing- Source Development, Buyer-Seller Relations; Supply Chain Management; Benchmarking

**Unit III-** Total Quality Management- TQM Philosophy, TQM Principles, TQM Tools, Quality Circles, Statistical Quality Control; Quality through Design- QFD, FMEA, Fault Tree Analysis, Concurrent Engineering Principles, Taguchi's Quality Loss Function, Robust Design Concept, Quality Management Systems and ISO 9000 standards, Six Sigma.

**Unit IV –** Total Productive Maintenance: Objectives of TPM- Total Systems Effectiveness, Breakdown Maintenance, Preventive Maintenance, Predictive Maintenance, Condition Monitoring Systems, Maintenance Prevention. Maintainability Improvement, Reliability Improvement, Total Employee involvement and Small Group Activities

**Unit V –** Customer Driven Project Management- Integration of TQM, Project Management Systems with Customer Driven Team Structure ; Automation in Design and Manufacturing; Automated Materials Handling Equipment; Role of IT in World Class Manufacturing; Flexible Manufacturing Systems, Group Technology and Cellular Manufacturing System

### **RECOMMENDED BOOKS**

1. Berry, Whybark and Jacobs: Manufacturing Planning and Control for Supply Chain Management, Tata McGraw Hill
2. Besterfield et al.: Total Quality Management, Pearson Education
3. Mohanty and Deshmukh – Advanced Operations Management
4. Gaither and Frazier- Operations Management, Thomson South Western
5. Schonberger- Japanese Manufacturing Techniques, Free Press

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