



DEPARTMENT OF BUSINESS ADMINISTRATION

SYLLABUS

FOR

TWO - YEAR MBA PROGRAMME

VISION

Sambalpur University is committed to creating and sustaining a transformative educational environment for its students, staff and faculties in the fields of liberal arts, Sciences and Professional studies so that they become globally competitive through competency in respective domain knowledge, research, innovation and entrepreneurship skills with heightened sense of meaningful community engagements and personal developments.

MISSION

M1	Educate society for generations by providing transformative education with deep disciplinary knowledge and concern for environment
M2	Develop problem solving, leadership and communication skill in student participants to serve the organisation of today and tomorrow
M3	Aim for the holistic development of the students by giving them value based ethical education with concern for society
M4	Foster entrepreneurial skills and mindset in the students by giving life-long learning to make the them responsible citizens

Programme Education Objectives

PEO1	Understand the nature and basic concepts of Management relating to the M.B.A
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Programme Outcomes

PO-1	Critical Thinking: Take informed actions after identifying the assumptions that frame our thinking and actions
PO-2	Effective Communication: Will be able to speak, read, write and listen clearly in person and through electronic media in English and in one Indian Language
PO-3	Social Interaction (Interpersonal Relation): Elicit views of others, mediate disagreements and prepared to work in team

PO-4	Entrepreneurship Capability: Demonstrate qualities to be prepared to become an entrepreneurship
PO-5	Ethics: Recognize different value systems including your own, understand the moral dimensions and accept responsibility for them
PO-6	Environment and Sustainability: Understand the issues of environmental contexts and sustainable development
PO-7	Life-Long Learning: Acquire the ability to engage in independent and life-long learning in the context of socio-technological changes

DETAIL SYLLABUS (M.B.A.)

(SEMESTER – I)

❖CP-101: PRINCIPLES AND PRACTICES OF MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of FINANCIAL ACCOUNTING FOR MANAGERS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of FINANCIAL ACCOUNTING FOR MANAGERS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

UNIT-I

Social responsibility of business, Scope and challenges of CSR in Indian scenario , Management practices from past to present, Different levels of management, Managerial skills, Roles& Functions, Manager and Business environment.

UNIT – II

Planning- Objective of planning, planning process, Types of planning, Types of plans, Corporate planning, Management by Objective, Decision-making- types, process & techniques, making decision effective.

UNIT-III

Organising & staffing- Meaning of organization, types of organization, Organization structure, Span of management, Line and staff relationship, Departmentation, Delegation- Centralization and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development.

UNIT- IV

Directing & Controlling- Principle of directing, Essence of coordination, Basic control process, Different control techniques, Management by exception.

Reference Books:

1. Koontz Harold & Wehrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition, 2008)
2. Dr. Premvir Kapoor, Principles and Practices of Management, Khanna Publishing House, Delhi
3. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications Pearson Education, 6th Edition.
5. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective.
6. James F. Stoner, et al, Management, Pearson Education Delhi, 2008
7. Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi.

Text Books:

1. L. M. Prasad- Principles and Practices of Management, Sulatn Chand & Sons, 7th edition, 2007.
 2. N M Khandelwal- Indian Ethos & Values for Management- Himalyan Publishing
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-102: BUSINESS STATISTICS AND ANALYSIS

Programme Education Objectives

PEO1	Understand the nature and basic concepts of FINANCIAL ACCOUNTING FOR MANAGERS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of FINANCIAL ACCOUNTING FOR MANAGERS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Objectives

1. Understand the different basic concept / fundamentals of business statistics.
2. Understand the practical application of various concepts.
3. Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
4. Understand the concept of Probability and its usage in various business applications.
5. Understanding Decision making environment and applying the Concept of Business Analytics.

Course Contents

UNIT I: Descriptive Statistics

Meaning, Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

UNIT II : Time Series & Index Number

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

UNIT III : Correlation & Regression Analysis

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

UNIT IV : Probability Theory& Distribution

Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

UNIT V : Decision-making environments

Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

Course Outcome:

1. Gaining Knowledge of basic concept / fundamentals of business statistics.
2. To develop practical understanding of various statistics concepts.
3. Evaluating basic concepts of probability and perform probability theoretical distributions.
4. Taking managerial decision and applying the Concept of Business Analytics.

Reference Book

1. Davis, Pecar – Business Statistics using Excel, Oxford
2. Ken Black – Business Statistics, 5th ed., Wiley India
3. Levin and Rubin – statistics for Management, 7th ed., Pearson
4. Lind, Marchal, Wathen – Staistical techniques in business and economics, 13th ed, McGrawHill
5. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson
6. J.K. Tyagi, Business Statistics, Khanna Publishing House, Delhi.
7. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing
8. Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson
9. Comprehensive Statistical Methods by PN Arora, Sumeet Arora, S Arora, S Chand Publication, New Delhi

Text Book

1. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill.
2. Manish Sharma & Amit Gupta, The Practice of Business Statistics, Khanna Publishing House, Delhi
3. Chandrasekaran & Umaparvathi-Statistics for Managers, 1st edition, PHI Learning Suggested Readings

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-103: MANAGERIAL ECONOMICS

Programme Education Objectives

PEO1	Understand the nature and basic concepts of Managerial Economics for MBA students
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of Managerial Economics
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

1. Course Contents:

UNIT –I Basic Concepts and principles: Definition, Nature and Scope of Economics, Micro-Economics and Macro Economics, Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics – Incremental Principle, Marginal Principle, Marginal Concept and Optimization, Concept of Time Perspective, Equi- Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility.

UNIT –II: Demand and Supply Analysis: Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity, Cross Elasticity, Indifference Curve Theory, Income and Substitution effects, Revealed Preference Approach and Demand Forecasting, Demand Estimation, Demand forecasting: meaning, significance and methods.

UNIT–III Production and cost Analysis: Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Stages of Production, Law of returns to scale. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run; Cost output relationship in the Long- run. Estimation of Revenue. Average Revenue, Marginal Revenue

UNIT –IV Market structures: Perfect and Imperfect Market Structures, Perfect Competition, features, Pure Competition & Perfect Competition, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation.

UNIT –V National Income; Concepts and various methods of its measurement, Says Law of Market, Consumption, Keynes' Psychological Law of Consumption, Theories of Consumption, Investment, Decision to invest, Marginal Efficiency of Capital and Rate of Interest, Inflation, Causes and effects, Fiscal Policy, Monetary Policy,

Suggested Readings

1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.
2. Baumal, W.J. Economic Theory and Operations Analysis, New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. Managerial Economics, New Delhi Tata McGraw Hill, 1995.
4. Keat, Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. Modern Micro Economics, New York, Macmillian, 1991.
6. Shapiro, Edward J. Macro Economic Analysis, Galgotia Publication, 2013.

CP-104: BUSINESS ENVIRONMENT

PEOs

- PEO1 Understand the nature and basic concepts of **Environment and Management** Relating to MBA Program
- PEO2 Analyse the relationships among different concepts
- PEO3 Perform procedures as laid down in the areas of study
- PEO4 Apply the Basic Concepts learned to execute them

COs

CO-1	Remember and understand the basic concepts/Principles of Environment and Management
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CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/Create the Project or field assignment as per the knowledge gained in the course

Course Contents:

UNIT I Introduction:

Business – Meaning, Definition, Nature & Scope, Objectives of Business: Economic & Social, Types of Business Organizations, Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment. Introduction to Micro-Environment – Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External

Environment: Firm, customers, suppliers, distributors, Competitors, Society, Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal) Difference between macro and micro environment.

UNIT II Economic, Political and Legal environment:

Role of government in Business, Legal framework in India, Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy, Impact of business on Private sector, Public sector and Joint sector, Competition Act and FEMA, Monetary and fiscal policies RBI-Role and functions, Regulations related to Capital Markets, Role of SEBI and working of stock Exchanges.

UNIT III

A) Social and Cultural Environment – Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit and Social Responsibility of Business

B) Competitive Environment – Meaning, Michael Porter’s Five Forces Analysis, Competitive Strategies. Introduction to Industrial Policy Resolutions

UNIT IV

Natural and Technological Environment: Innovation, technological leadership and followership impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technology

UNIT V

International Environment – International forces in Business Environment, SEZ, EPZ, GATT/ WTO, Globalization – Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs – Definition, meaning, merits, demerits, MNCs in India, FDI Policy

Text Books

1. Environmental Studies, M.P. Poonia & S.C. Sharma, Khanna Publishing House, Delhi
2. Business Environment: Text and Cases, PAUL, McGraw Hill Education, 3rd Ed.
3. Business Environment ---Francis Cherunilam, Himalaya Publishing House

Reference Books:

1. V. Neelamegam – Business Environment (Vrinda Publications, 2nd Edition)
2. Shaikh&Saleem - Business Environment (Pearson, 2nd Edition)
3. International Business Environment—Ian Brooks, Jamie Weatherstom and Graham Wilkinson
4. Dr. Rimpi, A Textbook of Environment Sciences, Khanna Publishing House

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

★CP-105: BUSINESS COMMUNICATION

Programme Education Objectives

PEO1	Understand the nature and basic concepts of BUSINESS COMMUNICATION for MBA students
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of BUSINESS COMMUNICATION
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents UNIT I

:Introduction:

Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis - barriers to communication.

UNIT II: Oral communication:

What is oral Communication – principles of successful oral communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Written communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.

UNIT III: Business letters and reports:

Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid

UNIT IV: Employment communication:

Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing.

UNIT V : Group communication:

Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings. Media management – the press release press conference – media interviews Seminars – workshop – conferences. Business etiquettes.

Suggested Readings:

1. Bovee&Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English.Pearson.
2. Kulbhushan Kumar & R.S. Salaria, Effective Communication Skills, Khanna Publishing House, Delhi
3. Bisen&Priya – Business Communication (New Age International Publication)
4. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)

5. Varinder Bhatia, Business Communications, Khanna Publishing House
6. Business Communication : Skill, Concepts And Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education.
7. AshaKaul, Business Communication, Prentice Hall of India.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

★CP-106: HUMAN VALUES AND PROFESSIONAL ETHICS

Programme Education Objectives

PEO1	Understand the nature and basic concepts of HUMAN VALUES AND PROFESSIONAL ETHICS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of HUMAN VALUES AND PROFESSIONAL ETHICS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Objective

The course has been designed to create a mind set of value system among the students who are the future managers. Indian ethos, human values and professional ethics make the students open to inherent ethical principles for the good of self, organisation and society. The course will sensitize the students to enrich their ethical standards. Also, the students will be exposed to ethical problems and issues in various situations. Ultimately, it is to produce balanced, pleasant, flexible and effective managers for today's liberalized and democratic ambience to take better managerial decisions.

Course Contents

Unit – I: Ethos and Values-Meaning, it's relevance, essential features of Indian Ethos and Insight, Basic principles of management as per Ancient Indian wisdom and insight, Ethics vs. ethos, Indian vs. Western Management, Contemporary issues in management. Personal growth and lessons from ancient Indian educational system.

Unit –II: Model of management in the Indian socio-political environment. Indian heritage in production and consumption. Indian insight into Total Quality Management. Holistic approach for managers in decision making.

Unit – III: Work Ethos--Dimensions of work ethos, Work ethos at different levels of management, Reasons for poor work ethos, Steps for improving work ethos. Stress—Meaning, Reasons for stress in organizations, Eustress and Distress, Problems relating to stress in organisations – Indian perspective, Stress reduction and stress management.

Unit – IV: Teaching Ethics, Nature and objectives of ethics, Golden rules of ethics, Business ethics: Factors affecting business ethics, importance and its applications, Relationship between business and ethics-The Separatist view, The Unitarian View and The Integration View; Different views of ethical value system—The System of Universalism, The System of Utilitarianism, The System of Distributive Justice and Social Contracts, Individual Freedom of Choice and The Legal System and Professional Ethics.

Unit – V: Relevance of values in management, Indian perspective of values for managers, Need for values in global change; Secular vs. spiritual values in management, Spirituality in work place for corporate excellence; Trans-cultural human values in management education, science and human values.

Suggested Readings

1. Chakraborty, S.K.: Foundations of Managerial Work – Contributions from Indian Thought, Himalaya Publishing House Delhi 1998.
2. Drucker, P: Managing in Turbulent Times, Pan Books London 1983.
3. Kumar, S and N.K. Uberoi: Managing secularism in the New Millennium, Excel Books 2000.
4. Nandagopal,R.and Ajit Sankar,R.N.:Indian Ethos and Values in Management,TataMcGrawHill
5. Griffiths,B., The marriage of east and west,Colling,1985
6. Gandhi,M.K., The story of my experiment with truth,Navjivan Publishing House.
7. Trevino and Nelson, Managing Business Ethics,John Wiley and Sons,1995.
8. Satpathy,B. Indian Ethos and Values—A Managerial Perspective,Elite Publications,Bhubaneswar,Orissa,India,2002,ISBN:81-85531-20-X

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

★CP-107: FINANCIAL ACCOUNTING FOR MANAGERS

Programme Education Objectives

PEO1	Understand the nature and basic concepts of FINANCIAL ACCOUNTING FOR MANAGERS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of FINANCIAL ACCOUNTING FOR MANAGERS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents

UNIT I Meaning and Scope of Accounting : Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation , Overview to Depreciation (straight line and diminishing method) .

UNIT II Accounting Standards and IFRS: International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.

UNIT III Mechanics of Accounting : Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance ,Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Excel Application to make Balance sheet, Case studies and Workshops.

UNIT IV Analysis of financial statement: Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of

manufacturing, Service & banking organizations, Case Study and Workshops in analyzing Balance sheet.

UNIT V Concepts of Working Capital and its types, Determinants of Working Capital, methods of calculating Working Capital, Working Capital Financing. Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis. **Course**

Text Books :

1. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
2. Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI, 3rd Ed)
3. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
4. PC Tulsian- Financial Accounting (Pearson, 2016)
- 5) Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).

Reference Books:

1. Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed)
2. DhaneshkKhatrri- Financial Accounting (TMH, 2015)
3. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
4. Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
5. Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-108: COMPUTER APPLICATION IN MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of COMPUTER APPLICATION IN MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of COMPUTER APPLICATION IN MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit – I: Management Information System: Introduction, Objective, Definition, Benefits, Characteristics case discussion on MIS, Information System Level, Types of Information System, Resistance to MIS, Implementing MIS, Features of MIS, Components of MIS.

Unit – II: Decision Support System: Introduction, Architecture, Components, Limitation, Development and Case Discussion.

Unit – III: Data Base and Modeling: Database Models, Objective of DBMS, use of database, database administrators, language, data modeling concepts, hierarchies model, network model, relational model, normalization, ER diagram.

Unit – IV: Introduction to Emerging trends technology, Expert System, Knowledge Management, A.I., Data Mining, Data Warehousing, ECRM, Software Development life cycle and models.

Unit – V: Software Security: Threats, Method of safety, Cryptography, Digital Signature, RSA algorithm.

Suggested Readings

1. C SV Murthy, Management Information System, Himalaya Publication, New Delhi
2. Theierauff, Robert J. Decision Support System for effective planning – Prentice Hall-1982.
3. Kroger, Donald W., and Hugh J. Watson Computer Based Information System New York, 1984.
4. Davis, Michael W. A Management Approach – Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
5. Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DETAIL SYLLABUS (M.B.A.)

(SEMESTER – II)

CP-201: LEGAL ASPECTS OF BUSINESS

Programme Education Objectives

PEO1	Understand the nature and basic concepts of LEGAL ASPECTS OF BUSINESS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of LEGAL ASPECTS OF BUSINESS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents

UNIT- I Law of Contract: Definition, essentials and types of contracts, offer – definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency

UNIT II Negotiable instruments act 1881, Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonour of negotiable instruments Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, registration of partnership, dissolution of partnership firm.

UNIT III Companies Act: definition, characteristics and kinds of companies, steps in formation of company.

Memorandum of association, articles of association, prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities. modes of winding up of a company.

UNIT IV Sale of goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller. Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.

UNIT V The Information Technology Act, 2000 Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences. The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

Suggested Readings

1. Avtar Singh, Company law, 11th ed. Lucknow, Eastern, 1996.
2. Khergamwala, J.S. The Negotiable Instrument Acts, Bombay, N.M. Tripathi, 1980.
3. Ramaiya, A. Guide to the Companies Act, Nagpur, Wadhwa, 1992.
4. Shah, S.M. Lectures on Company Law, Bombay, N.M. Tripathi, 1990.
5. Tuteja, S.K. Business law for Managers, New Delhi, Sultan Chand, 1998.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

QCP-202 : QUANTITATIVE TECHNIQUES IN MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of QUANTITATIVE TECHNIQUES IN MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of QUANTITATIVE TECHNIQUES IN MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

UNIT I Operations Research Introduction :- Introduction, Historical Background, Scope of Operations Research, Phases of Operations Research, Types of Operations Research Models, Limitations of Operations Research

UNIT II Linear Programming Problem & Transportation Problem Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality. Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and optimal solution-Stepping Stone & MODI Method, Maximization Transportation Problem

UNIT III Assignment model & Game Theory Assignment model: Hungarian Algorithm and its applications, Maximization Assignment Problem. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

UNIT IV Sequencing & Queuing Theory Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems. Queuing Theory: Characteristics of M/M/1 Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

UNIT V Replacement Problem & Project Management Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

Text Book:

1. R. Panneerselvam - Operations Research (PHI, 2nd Edition)
2. Sharma J K - Operations Research (Pearson, 3rd Edition)

Reference Books:

1. Apte-Operation Research and Quantitative Techniques (Excel Books)
2. S Kalawathy-Operation Research (VikasIVth Edition)
3. Natarajan- Operation Research(Pearson)
4. Singh & Kumar—Operation Research(UDH Publisher edition 2013)
5. TahaHamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
6. Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
7. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-203 : HUMAN RESOURCE MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of HUMAN RESOURCE MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of HUMAN RESOURCE MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

UNIT I Essentials of HRM: Nature of HRM, Scope, functions and importance of HRM, HRM vs.HRD, SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, HRM linkage with TQM & productivity.

UNIT II Human Resource Planning and Employee Hiring : Nature of job Analysis, job design, Human Resource Planning, Demand forecasting for manpower planning, HR supply forecasting, factors influencing HRP, Employee hiring- Nature of Recruitment, Sources of recruitment, Employee selection, process of employee selection, recent trends in recruitment.

UNIT III Employee Training & Development: Nature and importance of Training, methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation.

UNIT IV Compensation Management and Employee Relations: Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management. Meaning and nature of employee relation and industrial relations.

UNIT V Employee Safety/ Health and International Human Resource Management: Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

References Books:

1. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and BijuVarkkey Human Resource Management, Person Publication, 2013, 14th Edition.
4. SeemaSanghi, Human Resource Management, VikasPubllications, 2014, 5th Edition.
5. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-204 : CORPORATE FINANCIAL MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of CORPORATE FINANCIAL MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of CORPORATE FINANCIAL MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents

UNIT I Introduction to Finance & Corporate Finance : Finance & its scope Financial Decisions, Sources of Finance Time Value of Money ,Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Corporate Finance Introduction:– Nature and Scope . Concept of Risk and Return.

UNIT II Investment Decision : Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital ,Cash Flows as Profit and components of Cash Flows , Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analyzing Projects.

UNIT III Financial Decision: Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference .

UNIT IV Dividend Relevance: Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models :Walter and Gordon Model, Miller- Modigliani(MM) Hypothesis .

UNIT V Indian Financial System: Role of Financial Institution, Primary and Secondary Market, Lease Financing, Venture Capital, Mutual Funds. Introduction to Derivatives.

Text Books :

1. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
2. Pandey I M - Financial Management (Vikas, 11th Ed.)
3. William HakkaBettnerCarcello- Financial and Management Accounting(TMh-16th Ed.)
4. Sheebakapil-Fundamental of financial management (Wiley,2015)
5. Prasanna Chandra - Fundamentals ofFinancial Management (TMH, 9th Ed.)
6. Bark DemazoThampy- Financial Management (Pearson,2nd Ed.)
7. R P Rustagi - Financial Management(Galgotia, 2000, 2nd revised ed.)
8. Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012

Reference Books :

1. Ravi.M Kishore – Financial Management (Taxman, 7th Ed)
2. Fundamentals to Financial Management , Brigham & Houston, 14/e ,Cengage Learning
3. Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)
4. Horne Wachowicz- Fundamentals of Financial Management (Pearson,13th Ed)
5. Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education, 2004)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-205 : MARKETING MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of MARKETING MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of MARKETING MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents

UNIT I Marketing Management: Introduction, objectives, Scope and Importance, Evolution, Core Concepts, Functions of Marketing, Marketing Orientations towards market place, Marketing Environment: Introduction, Environment Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Marketing Planning; Marketing-Information Systems (MkIS): Introduction, MkIS Sub Systems , Marketing Research and Marketing Research Process.

UNIT II Consumer buying behavior: Introduction, Characteristics, Factors affecting Consumer Buying Behaviour, Types of Buying Decision Behaviour, Consumer Buying Decision Process; Business Buyer Behaviour: Introduction, Differences between Consumer and Business Buyer Behaviour, Steps in Business Buying Decision Process ; Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting- Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies.

UNIT III Concept of Marketing Mix: Introduction, Marketing Mix 4Ps and 4Cs', Product Management- Introduction, Levels of Products, Classification of Products, Product Planning, Product Life Cycle (PLC), Product Mix, Product Line, Packaging and Labeling, New Product Development Process, Brand Management- Meaning, Characteristics of a Good Brand, Types of Brand, Brand Positioning; Pricing- Introduction, Factors Affecting Price Decisions, Pricing Strategies, Pricing Types, Initiating and Responding to the Price Changes.

UNIT IV Distribution Management- Introduction, Need and Types of Marketing Channels, Channel Management Decisions, Physical Distribution System, Retailing- Meaning, Types, Wholesaling- Meaning, Types, Channel Conflict, Vertical and Horizontal Marketing System; Promotion Management- Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Promotion Mix- Advertising- Meaning, Objectives, Types, Fundamentals of Sales Promotion, Personal Selling Process, Public Relations, Direct Marketing.

UNIT V Recent Trends in Marketing- Rural Marketing- Meaning, Characteristics of Rural Market; Marketing of Services-Meaning, Importance, Types, Service Marketing Mix; International Marketing-International Trade,

International Marketing and International Business, Differences between Domestic Marketing and International Marketing, Modes of Entry; e-Marketing-Meaning and Importance; Consumerism-Definition, Consumer Rights, Consumer Protection Act; Customer Relationship Management-Concept and Need.

Suggested Readings

1. Enis, B.M. Marketing Classics: A selection of Influential Articles, New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip, Marketing Management: analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, VS and Namakumari, S. Marketing Management: Planning, Control, New Delhi, MacMillan 1990.
5. Stanton, William, J. Fundamentals of Marketing, New York, McGraw Hill, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-206 : OPERATIONS MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of FINANCIAL ACCOUNTING FOR MANAGERS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of FINANCIAL ACCOUNTING FOR MANAGERS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

UNIT –I Production Concept

Difference between Production and Operations Management, Productivity, Work Study, Productivity measurement, Factors affecting Productivity. Production Technology – Types of Manufacturing processes

UNIT –II Operations Concept

Difference between product and service, Product and service design, Characteristics of service, Classification of service, factors affecting service operations, Service capacity planning, SERVQUAL model of measuring service quality.

UNIT-III Material and Inventory Management

Types of production planning, process of Production planning and control(PPC) – Routing, Scheduling, Loading, Just-in-time (JIT), KANBAN. Types of inventories, Inventory control techniques- EOQ, ABC and others.(Simple numericals on Inventory control techniques) Factors affecting Plant Location, Types of Plant layout.

UNIT-IV Supply Chain Management

Conceptual model of SCM, Supply chain drivers, Demand forecasting in Supply Chain – Simple moving average, weighted moving average, exponential smoothing method, Supply Chain efficiency, Core and reverse Supply Chain, International Supply Chain, Aggregate planning, inbound and outbound SCM, bullwhip effect in SCM. Latest

trend in Production and operation – Lean manufacturing, Agile manufacturing.
UNIT-V Productivity and Quality

TQM, Deming’s 14 principles, PDCA cycle - KAIZEN, Quality Circles, 7QC tools and its advancements, ISO 9000-2000 clauses, Six Sigma, Total Productive Maintenance (TPM), 5S.

Suggested Readings:

1. MAHADEVAN: Operations Management: Theory and Practice (PEARSON) (with MLSA)
 2. Chase, Shankar, Jacobs – Operations & Supply Chain Management (Tata McGraw-Hill, 14th Edition)
 3. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
 4. Bisen& Singh - Operation & Logistics Management (Excel Books)
 5. R.V.Badi& N.V. Badi - Production & Operation Management (Vrinda Publications 3rd Edition)
 6. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Edition)
 7. Krishnan Dr. Gopal - Material Management, (Pearson,New Delhi, 5th Ed.)
 8. Adam JrEverett E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

BCP-207 : BUSINESS RESEARCH METHODS

Programme Education Objectives

PEO1	Understand the nature and basic concepts of BUSINESS RESEARCH METHODS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of BUSINESS RESEARCH METHODS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents

UNIT I Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

UNIT II Research design:Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview,Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

UNIT III Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

UNIT IV Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample,

Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

UNIT V Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram. Hypothesis: Qualities of a good Hypothesis – Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Test of Significance: Small sample tests: t-test (Mean, proportion) and F tests, Z test, Cross tabulations, Chi-square test; Analysis of Variance: One way and two-way Classifications. Mechanism of Report Writing- Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation.

Text Book:

1. Research Methodology, Deepak Chawla, Neena Sondhi, Vikas Publication
2. Business Research Methods, Naval Bajpai, Pearson Education

Reference Book:

1. Research Methodology, C R Kothari, New Age International.
2. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
3. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2nd Edition.
4. Business Research Methods by T N Srivastava & Shailaja Rao, TMH Publication, 2nd Edition.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

BCP-208: ORGANISATIONAL BEHAVIOUR

Programme Education Objectives

PEO1	Understand the nature and basic concepts of ORGANISATIONAL BEHAVIOUR Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of ORGANISATIONAL BEHAVIOUR
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

UNIT I Introduction to OB: The meaning of OB, Why study organizational behaviour, Fundamentals of individual behaviour. Determinants of Personality, types of personality, Personal effectiveness. Attitudes: Meaning, Types, Components, Theory of attitude formation and attitude change.

UNIT II Foundation of Group Behaviour: Group: Meaning, types, group dynamics, group cohesiveness, Meaning of Interpersonal Behaviour & Interpersonal skills, Transactional Analysis, Johari Window, FIRO – B, MBTI

UNIT III Motivation: Meaning & definition, Traditional theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory, OB MOD.

Perception: Meaning, process, principles and errors of perception, managerial & behavioural applications of

perception.

UNIT IV Leadership: What is leadership, types of leaders and leadership styles, traits and qualities of effective leader, trait theory, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team Development.

UNIT V Organizational Change: Meaning of organizational change, approaches to managing organizational change, creating a culture for change, implementing the change, Kurt Lewin Model of change.

Suggested Readings

1. Fred Luthans, —Organizational Behaviour , 12th Edition, McGraw Hill International Edition
2. Stephen P. Robbins, —Organizational Behaviour , 12th Edition, Prentice Hall
3. Aswathappa K, —Organizational Behaviour (Text, Cases and Games) , Himalaya Publication
4. Udai Pareek, —Organizational Behavior , Oxford University Press

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

(SEMESTER – III)

(FINANCE)

CP – 301- STRATEGIC MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of FINANCIAL ACCOUNTING FOR MANAGERS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of FINANCIAL ACCOUNTING FOR MANAGERS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

UNIT I Introduction: meaning nature, scope, and importance of strategy; and strategic management, Introduction to Business policy, Strategic decision-making , Process of strategic management and levels at which strategy operates , strategic intent: Vision, Mission, Business definition, Goals and Objectives.

UNIT II Environmental Scanning : Factors considered, approaches, External environment analysis:

PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter’s Five Forces Model methods and techniques used , Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

UNIT III Strategy Formulation: Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization , Porters Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance , Digitalization Strategies.

UNIT IV Strategy Analysis : Process, Analysing Strategic alternative, Evaluating and choosing among Strategic

Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

UNIT V Strategy Evaluation & Control : Nature, Importance, Organizational systems and Techniques of strategic evaluation & control.

Suggested Readings

1. Henry, A : Understanding Strategic Management, OUP
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice (Sage Publication, South Asia Edition)
3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. Fourth edition.
4. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education, Eleventh edition.
6. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education, Fifth edition.
7. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth edition.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

IF-302-INTERNATIONAL BUSINESS MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INTERNATIONAL BUSINESS MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INTERNATIONAL BUSINESS MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

Unit II International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor

endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

Unit III International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

Unit IV Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee.

Unit V International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

Suggested Readings

1. Joshi, R M : International Business, OUP
2. Hill - International Business, McGraw-Hill 2. Cherunilam F- International Business: Text and Cases, PHI

Reference Books:

1. Aswathappa- International Business, McGraw-Hill
2. Cherunilam, F - International Trade and Export Management, Himalaya
3. Daniels - International Business (Pearson)
4. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-303-SUMMER TRAINING, PROJECT REPORT AND VIVA-VOCE

At the end of second semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organisation by taking up a project study and would submit a project report as well as the training diary after the completion of training.

CF-304-SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I : Investment attributes and avenues, sources of investment risk, portfolio management process, approaches to investment decision making, qualities for successful investing and errors in investment management. Computational finance-Return and risk from single security and portfolio of securities. Risk-return relationship when $p=+1, -1, 0, 0.5$.

Unit-II : Investment decision through fundamental analysis, bond valuation, types of bond yields, bond price theorem, term structure of interest rates, duration, equity valuation-DD model, P/F ratio, bonus issue and equity valuation.

Unit-III : Technical Analysis, Dow Theory and Elliot Wave Theory, Technique of technical analysis, moving average, oscillator, relative strength index, rate of change, moving average convergence and divergence, efficient market hypothesis-weak, semi and strong form of market efficiency.

Unit-IV : Portfolio selection through Markowitz Model, risky assets only out of owned fund for both risk and risk free assets out of owned funds; risk assets only when $LR=BR$ out of owned fund, risk assets only when $LR=BR$ out of both owned and borrowed funds, risk assets only when $BR>LR$, portfolio selection –use of Lagrange multiplier technique, capital asset pricing model, arbitrage pricing theory, portfolio selection through Sharpe model.

Unit-V : Portfolio Management and Performance Evaluation: Portfolio management – active management under portfolio proportion constant and portfolio beta constant; passive management. Portfolio performance evaluation – Sharpe’s measure, Trenor’s measure, Jensen’s measure and diversification measure.

Suggested Readings:

1. Charles P. Jones, John Wiley and Sons Inc., New York Investments : Analysis and Management,
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mc Graw Hill, New Delhi.
3. John Willey, Modern Portfolio Theory and Investment Analysis, Singapore.
4. Geoffery A. Hirt and Stanley B. Block, Fundamentals of Investment Management, Irwin, Home Wood, Illionis.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CF-305-INTERNATIONAL FINANCIAL MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INTERNATIONAL FINANCIAL MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INTERNATIONAL FINANCIAL MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I : Overview of International Financial Management: international finance-concepts and importance, international flow of fund-balance of payments (BOP), accounting principles in BOP, components of BOP, deficit and surplus in BOP, the international monetary system, exchange rate regimes, the international monetary fund, the European monetary system, economic and monetary union.

Unit-II : Exchange rate determination and forecasting, purchasing power parity and real exchange rates, interest

rate parity and exchange rates, theories of exchange rate determination.

Unit-III : Markets for foreign exchange and derivatives, spot market and forward market of foreign exchange, currency futures and currency forward contracts, hedging in currency futures markets, currency options and hedging with it.

Unit-IV : Foreign exchange exposure and risk, transaction exposure and operating exposure, exchange rates, interest rates, inflation rates and exposure, hedging of transaction and operating exposure, managing transaction exposure.

Unit-V : Multinational capital budgeting decisions, multinational working capital management, measurement and management of political risk,

Suggested Readings:

1. Abdullah, F.A. Financial Management for the Multinational Firm, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc., 1996.
3. Kim, Suck and Kim, Seung. Global Corporate Finance: Text and Cases, 2nd ed., Miami Florida, Kolb, 1993.
4. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995.
5. International Accounting- Das Mohapatra, A.K. Prentice Hall of India, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

OF-306-INTERNATIONAL ACCOUNTING

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INTERNATIONAL ACCOUNTING Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INTERNATIONAL ACCOUNTING
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I : International dimensions of accounting:

International Accounting—concept, scope and importance of international accounting, harmonization of accounting practices, international accounting standards and IFRS, factors contributing to the development of international accounting, difficulties in international accounting, international efforts for harmonization.

Unit-II : Foreign Transactions-recording and translation:

International / foreign transactions and their recording under different methods, currency translations.

Unit-III : Foreign Inflation Accounting reporting:

International perspective on inflation accounting ; financial reporting and disclosure, managing international information systems.

Unit-IV : Foreign Financial System Analysis

Analyzing foreign financial statements, financial management of multinational entities.

Unit-V : Transfer pricing and international taxation

Transfer pricing-scope, importance and techniques, international taxation-various techniques including withholding taxes.

Suggested Readings:

1. International Accounting- Das Mohapatra, A.K., Prentice Hall of India, New Delhi.
2. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
3. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
4. Evans, Thomas G. International Accounting & Reporting, London, MacMillian, 1985.
5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CF-307-FINANCIAL DERIVATIVES

Programme Education Objectives

PEO1	Understand the nature and basic concepts of FINANCIAL DERIVATIVES Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of FINANCIAL DERIVATIVES
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents :

Unit-I : Fundamentals of Derivative securities-Options, Futures, Forwards and Swaps, Trading, Orders and exchanges for Financial Derivatives.

Unit-II : Stock index futures and stock futures. Trading of future contracts, margins in future contracts, Pricing of forwards and future contract Hedging with futures contracts. The relation between futures prices and the expected future spot prices.

Unit-III : Stock index options, stock options and options on futures contract; Trading Strategies in options; option pricing-The Black and Scholes model and Binomial model. Transferring risk through options Delta, Theta, Gamma, Vega and Rho in options.

Unit-IV : SWAPS – Mechanics of interest rate swaps, Valuation of interest rate swaps, using swaps to reduce interest cost, currency swaps, valuation of currency swaps.

Unit-V : Legal aspects of derivatives in India, Accounting and Tax aspects of derives, operational system and technology issues in derives. Regulatory framework of Derivatives.

Suggested Readings:

1. Susan Thomas, Derivative Markets in India, Tata McGraw Hill series, New Delhi.

2. Satyajit Das, Swaps/Financial Derivatives-Products pricing, Applications and Risk Management, John Willy and Sons (Asia) Pte, Ltd.
3. John C. Hall, Options, Futures, New Jersey.
4. Keith Redhead, Financial Derivatives, PHI, New Delhi.
5. V.K. Bhalla, Financial Derivatives, Risk Management, S. Chand & Co. Ltd., New Delhi.
6. Ambar N Sengupta, Pricing Derivatives-The Financial Concepts underlying the Mathematics of pricing Derivatives, McGraw Hill, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CF-308-PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PROJECT PLANNING, ANALYSIS AND MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PROJECT PLANNING, ANALYSIS AND MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

- Unit-I:** Project and Economic Development, Project Management- An Overview, Capital Investment:Importance & Difficulties; Generation and Screening of project idea.
- Unit-II:** Capital expenditure; importance and difficulties; market & demand Analysis, Situational analysis, Technical Analysis; Financial Analysis.
- Unit-III:** Capital Budgeting Decisions; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis; UNIDO Approach, Little-Mirrless Approach.
- Unit-IV:** Network techniques for project management; PERT Model, CPM Model, Project review and administrative aspects.
- Unit-V:** Multiple Projects and Constraints; Financing of Projects, Financing Infrastructure Projects, Project financing in India; Project Feasibility Report.

Suggested Readings:

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1997.
2. Bhalla, V.K. Modern Working Capital Manalgement, New Delhi, Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy, 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westville, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CF-309-CORPORATE RESTRUCTURING

Programme Education Objectives

PEO1	Understand the nature and basic concepts of CORPORATE RESTRUCTURING Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of CORPORATE RESTRUCTURING
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I : Corporate restructuring – introduction, types of corporate restructuring, importance of corporate restructuring, reason for success of corporate restructuring, reason for failure of corporate restructuring.

Unit-II : Mergers and acquisitions, types of combinations, forms of merger, significance of merger, analysis of mergers and acquisitions.

Unit-III : Financial aspects of mergers and acquisitions, evaluation of merger through DCF technique, estimation of cash flow, estimation of cost of capital, estimation of terminal value, estimation of value per share.

Unit-IV : Financing a merger, cash offer, exchange of shares, impact on EPS, merger negotiations, significance of P/E ratio, leveraged buy outs, management buy outs, tender offer.

Unit-V : Regulations of mergers and acquisitions, legal measures against take overs, refusal to register the transfer of shares, protection of minority share holders' interest, guideline for takeovers, legal procedures, accounting principle for mergers and acquisitions.

Suggested Readings:

1. Pandey, I.M., Financial Management, Vikash, New Delhi.
2. Prasanna Chandra, Financial Management, TMH, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

(MARKETING)

CCP – 301- STRATEGIC MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of STRATEGIC MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of STRATEGIC MANAGEMENT
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CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

UNIT I Introduction: meaning nature, scope, and importance of strategy; and strategic management, Introduction to Business policy, Strategic decision-making , Process of strategic management and levels at which strategy operates , strategic intent: Vision , Mission, Business definition, Goals and Objectives.

UNIT II Environmental Scanning : Factors considered, approaches, External environment analysis:

PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter’s Five Forces Model methods and techniques used , Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

UNIT III Strategy Formulation: Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization , Porters Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance , Digitalization Strategies.

UNIT IV Strategy Analysis : Process, Analysing Strategic alternative, Evaluating and choosing among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell

Planning Grid, McKinsey’s 7’S framework Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

UNIT V Strategy Evaluation & Control : Nature, Importance, Organistional systems and Techniques of strategic evaluation & control.

Suggested Readings

1. Henry, A :Understanding Strategic Management, OUP
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice (Sage Publication, South Asia Edition)
3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. Fourth edition.
4. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education, Eleventh edition.
6. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education, Fifth edition.
7. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth edition.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

BF-302-INTERNATIONAL BUSINESS MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INTERNATIONAL BUSINESS MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts

PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INTERNATIONAL BUSINESS MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

Unit II International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

Unit III International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

Unit IV Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee.

Unit V International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

Suggested Readings

1. Joshi, R M : International Business, OUP
2. Hill - International Business, McGraw-Hill 2. Cherunilam F- International Business: Text and Cases, PHI

Reference Books:

1. Aswathappa- International Business, McGraw-Hill
2. Cherunilam, F - International Trade and Export Management, Himalaya
3. Daniels - International Business (Pearson)
4. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-303-SUMMER TRAINING, PROJECT REPORT AND VIVA-VOCE

At the end of second semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organisation by taking up a project study and would submit a project report as well as the training diary after the completion of training.

CM-304-CONSUMER BEHAVIOUR

Programme Education Objectives

PEO1	Understand the nature and basic concepts of CONSUMER BEHAVIOUR Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of CONSUMER BEHAVIOUR
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I: Introduction to consumer behaviour, consumer behaviour and marketing strategy, consumer involvement and decision making.

Unit-II : Information search process; evaluation criteria and decision rules; consumer motivation.

Unit-III : Information Processing and consumer perception; consumer attitudes and attitude change, influence of personality and self-concept on buying behaviour; psychographics and lifestyle; reference group influence. **Unit-IV** : Diffusion of innovation and opinion leadership, family decision making.

Unit-V : Models of consumer behaviour, consumer behaviour audit; consumer behaviour studies in India.

Suggested Readings:

1. Assail, H. Consumer Behaviour and Marketing Action, Ohio, South Western, 1995.
2. Engle, J.F. Etc., Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. Etc., Consumer Behaviour in Marketing, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, DI, etc., Consumer Behaviour: Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

OM-305- STRATEGIC MARKETING

Programme Education Objectives

PEO1	Understand the nature and basic concepts of STRATEGIC MARKETING Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of STRATEGIC MARKETING
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

- Unit – I:** Advertising's role in the marketing process; legal ethical and social aspects of advertising.
- Unit – II:** Process of communication – Wilbur Schramm's model, two step flow of communication, theory of cognitive dissonance and clues for advertising strategists: stimulation of primary and selective demand – objective setting and market positioning; Dagmar approach – determination of target audience.
- Unit – III:** Building of advertising programme-message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning; budgeting.
- Unit – IV:** Advertising Effectiveness tests, recognition, recall, experimental designs, advertising organisation-selection compensation and appraisal of an agency, electronic media buying.
- Unit – V:** Advertising campaign – advertising Vs consumer behaviour; sales promotion – role of creative strategies; advertising – retail, national, cooperative, political, international, public service advertising.

Suggested Readings

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion, 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

EM-306-STRATEGIC MARKETING

Programme Education Objectives

PEO1	Understand the nature and basic concepts STRATEGIC MARKETING Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of STRATEGIC MARKETING
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

- Unit-I :** Market situation analysis; analysis of competitor's strategies and estimating their reaction pattern and competitive position.
- Unit-II :** Market Leader strategies-expanding the total market, protecting market share, expanding market share, market challenger strategies-choosing and attack strategy, market follower strategies, market nicher strategies.
- Unit-III :** Competitive Market Customer and Competitor orientations, industry segmentation, and competitive advantage.
- Unit-IV :** Product differentiation and brand positioning, competitive pricing.
- Unit-V :** Competitive advertising, Role of sales promotion in competitive marketing.

Suggested Readings:

1. Cravens, D.W. Strategic Marketing, Homewood Illinois, Richard D. Irwin, 1987.
2. Kaynak, E and Savitt, R. Comparative Marketing Systems, New York, Praeger, 1984.
3. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control, New Delhi,

Prentice Hall of India, 1997.

4. Porter, M.E. Coimpetitive advantage: Creating, Sustaining, Superior Performance, New York, Free Press, 1985.
5. Porter, M.E. Competitive Strategy: Techniques for Analysing Industries Compoetitors, New York, Free Press, 1980.

M-307-INTERNATIONAL MARKETING

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INTERNATIONAL MARKETING Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INTERNATIONAL MARKETING
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents:

Unit-I: Nature of International marketing: Definition, Concept and Setting; Distinctions between Domestic Marketing & International Marketing, Multinational Corporations (MNCs); Definition by Size, Structure, Performance & Behaviour, Benefits of International Marketing.

Unit-II: Trade Theories & Economic Development, Basis for International Trade, International Institutions: World Bank, IMF, UNCTAD, WTO, Common Markets, Free Trade Zones, Economic Communities;

Unit-III: Constraints on International Marketing; Trade Distortions & Marketing Barriers, Tariff Barriers, Non- tariff barriers; Trading partners; India and World trade.

Unit-IV: Consumer Behaviour in International Context: Psychological & Social Dimensions, Planning for International Marketing, Marketing Research & Information System, Market Analysis & Foreign Market Entry Strategies.

Unit-V : International Marketing Decisions; International Marketing Mix – Identification of Markets, Product Strategies, International Product Life Cycle, Promotion strategies, Pricing Strategy and Distribution Strategy; Various Forms of International Business;

Suggested Readings:

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, John J., International Marketing: Analysis and Strategy, New Delhi, PrenticeHall of India, 1995.
5. Pripalomi, V.H.: International Marketing, Prentice Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

M-308-SALES AND DISTRIBUTION MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of SALES AND DISTRIBUTION MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of SALES AND DISTRIBUTION MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I : Nature and scope of sales management; setting and formulating personal selling objectives, recruiting and selecting sales personnel; developing and conducting sales training programmes.

Unit-II : Designing and administering compensation plans; supervision of salesman; motivating sales personnel; sales meetings and sales contests; designing territories and allocating sales efforts; objectives and quotas for sales personnel,

Unit-III : Developing and Managing sales evaluation programme; sales cost and cost analysis.

Unit-IV : An overview of marketing channels, their structure, functions, and relationships; channel intermediaries-whole selling and retailing; logistics of distribution, channel planning, organisational patterns in marketing channels; managing marketing channels.

Unit-V : Marketing channel policies and legal issues; information system and channel management; assessing performance of marketing channels; international marketing channels.

Suggested Readings:

1. Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall of India, 1992.
2. Anderson, R. Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice Hall Inc.,
3. Buskirk, RH and Stanton, WJ, Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.
4. Dairyple, DJ. Sales Management: Concepts and VCases, New York, John Wiley, 1989
5. Johnson, EM etc., Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986 The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

OM-309-PLANNING AND MANAGING RETAIL BUSINESS

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PLANNING AND MANAGING RETAIL BUSINESS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PLANNING AND MANAGING RETAIL BUSINESS
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CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

- Unit-I** : An introduction to the retailing system, retailing mix – social forces – economic forces – technological force – competitive forces; retailing definition, structure, different formats – marketing concepts in retailing.
- Unit-II** : Consumer purchase behaviour – cultural and social group influence on consumer purchase behaviour; retail store location – traffic flow and analysis – population and its mobility – exteriors and layout – customer traffic flows and pattern – creative display.
- Unit-III** : Merchandise planning – stock turns, credit management, retail pricing, return on per sq. feet of space – retail promotions – staying ahead of competition.
- Unit-IV** : Supply chain management – warehousing – role of IT in supply chain management; franchising.
- Unit-V** : Direct marketing / direct selling – exclusive shops – destination stores – chain stores – discount stores another current and emerging formats – issues and options; retail equity, technology in retailing – retailing through the internet.

Suggested Readings

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993.
2. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
3. Drake, Mary Francis, J.H. Spooone and H. Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Barton a. Weitz Retailing Management, 2nd ed. Irwin, London, 1995.
5. Morgenstein, Melvin and Harriat Strongin Modern Retailing

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

(Human Resource)

⦿CP – 301- STRATEGIC MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of FINANCIAL ACCOUNTING FOR MANAGERS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of FINANCIAL ACCOUNTING FOR MANAGERS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

UNIT I Introduction: meaning nature, scope, and importance of strategy; and strategic management, Introduction

to Business policy, Strategic decision-making , Process of strategic management and levels at which strategy operates , strategic intent: Vision, Mission, Business definition, Goals and Objectives.

UNIT II Environmental Scanning : Factors considered, approaches, External environment analysis:

PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter’s Five Forces Model methods and techniques used , Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

UNIT III Strategy Formulation: Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization , Porters Model of

competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance , Digitalization Strategies.

UNIT IV Strategy Analysis : Process, Analysing Strategic alternative, Evaluating and choosing among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell

Planning Grid, McKinsey’s 7’S framework Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

UNIT V Strategy Evaluation & Control : Nature, Importance, Organistional systems and Techniques of strategic evaluation & control.

Suggested Readings

1. Henry, A :Understanding Strategic Management, OUP
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice (Sage Publication, South Asia Edition)
3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. Fourth edition.
4. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education, Eleventh edition.
6. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education, Fifth edition.
7. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth edition.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

BF-302-INTERNATIONAL BUSINESS MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INTERNATIONAL BUSINESS MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INTERNATIONAL BUSINESS MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

Unit II International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

Unit III International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

Unit IV Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee.

Unit V International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

Suggested Readings

1. Joshi, R M : International Business, OUP
2. Hill - International Business, McGraw-Hill
2. Cherunilam F- International Business:Text and Cases, PHI

Reference Books:

1. Aswathappa- International Business, McGraw-Hill
2. Cherunilam, F - International Trade and Export Management, Himalaya
3. Daniels - International Business (Pearson)
4. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☞CP-303-SUMMER TRAINING, PROJECT REPORT AND VIVA-VOCE

At the end of second semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organisation by taking up a project study and would submit a project report as well as the training diary after the completion of training.

☞HR-304-MANAGEMENT OF INDUSTRIAL RELATION

Programme Education Objectives

PEO1	Understand the nature and basic concepts of MANAGEMENT OF INDUSTRIAL RELATION Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of MANAGEMENT OF INDUSTRIAL
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	RELATION
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I : Industrial relations perspectives; industrial relations and the merging socio-economic scenario; industrial relations and the state.

Unit-II : Legal framework of industrial relations; role and future of trade unions; trade union and the employee; trade union and the management.

Unit-III : Discipline and grievance management; negotiation and collective settlements.

Unit-IV : Participative Management and co-ownership; productive bargaining and Gain sharing.

Unit-V : Employee empowerment and quality management; industrial relations and technological change.

Suggested Readings:

1. Kochan, T.A. & Katz Henry, Collective Bargaining and industrial relations, 2nd ed., Homewood Illinois, Richard D Irish, 1988.
2. Mamkootam, K Trade Unionism, Myth and Reality, New Delhi, Oxford University Press, 1982.
3. Niland JR etc., The future of Industrial Relations. New Delhi, Sage, 1994.
4. Popola, TS & Rodgers, G. Labour Institutions and Economic Development in India, Geneva, ILO, 1992.
5. Ramaswamy, EA. The Rayon Spinners, The Strategic Management of Industrial Relations, New Delhi, Oxford University Press, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

HR-305-PERFORMANCE AND REWARD MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PERFORMANCE AND REWARD MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PERFORMANCE AND REWARD MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I: Introduction to Performance Management System :Meaning, Uses and purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management and its challenges in current scenario, Performance management as a System and Process, Establishing Performance Criterion of developing an Effective Appraisal System, Criteria (KRA, KSA VS KPI). Case Studies

Unit II: Managing Performance: Methods of managing performance of all the levels of Management, 360 degree Performance Appraisal, MBO and Performance analysis for Individual and organizational development. Case Studies

Unit III: Contemporary Issues: Potential appraisal, Competency mapping & its linkage with Career Development

and Succession planning, Balance score card: Introduction and Applications, Advantages and limitations. Case Studies

Unit IV: Reward System: Compensation- Definition, Function, and significance. Job evaluation: Methods of job evaluation, Inputs to job evaluation, Practical implication for technical/non-technical and executive/managerial positions and significance of wage differentials. Case Studies Unit 5: (8 Hours) Compensation: Method of pay and Allowances, Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Incentive schemes; Methods of payment: Time and piece rate. Fringe benefits & other allowances: Overtime, City compensatory, Travelling etc. Regulatory compliance: Introductions, Wage and Pay commissions, Overview of minimum wages Act- 1948 and Equal Remuneration Act-1976. Profit Sharing options; Case Studies.

Suggested Readings:

1. T V Rao (2007). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness (Response Books)
2. Michael, Armstrong (1999). Performance Management. Kogan Page.
3. Shrinivas R Kandula (2006). Performance Management : Strategies , Intervention & Drivers. Pearson
4. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising. McMillan IndiaLtd.
5. B D Singh (2012). Compensation and Reward Management, Excel Book
6. Robert Bacal (2007). Performance Management ,McGraw-Hill Education.
7. T V Rao : Performance Management :Towards organisational Excellence (Sage Publications)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR-306-LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Programme Education Objectives

PEO1	Understand the nature and basic concepts of LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I : Emergence and objectives of labour laws and their socio-economic environment; industrial relations laws – laws relating to industrial disputes, trade unions, and standing orders.

Unit-II : Laws relating to discharge, misconduct, domestic enquiry, disciplinary action.

Unit-III : Social security laws – laws relating to workmen's compensation, employees' state insurance, provident fund, gratuity and maternity relief.

Unit-IV : Wages and bonus laws – the law of minimum wages, payment of wages, payment of bonus.

Unit-V : Law relating to working conditions – the laws relating to factories, establishment, and contract labour; interpretations of labour laws, their working, and implications for management, union, workmen; the economy and the industry.

Suggested Readings:

1. Ghaiye, BR. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The law of Industrial Disputes, Vol. I and II, Bombay, N.M. Tripathi, 1985.

3. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour judiciary, Adjudication and Industrial Justice, New Delhi, Oxford, 1995.
5. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford & IBH, 1994. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR-307-MANAGEMENT TRAINING AND DEVELOPMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of MANAGEMENT TRAINING AND DEVELOPMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of MANAGEMENT TRAINING AND DEVELOPMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

Unit-I : Training process-an overview; role, responsibilities and challenges to train managers.

Unit-II : Organisation and management of training function; training need assessment and action research; instructional objectives and lesson planning; learning process.

Unit-III : Training climate and pedagogy; developing training modules.

Unit-IV : Training methods and techniques; facilities planning and training aids; training communication.

Unit-V : Training evaluation; training and development in India.

Suggested Readings:

1. Beunet, Roger ed. Improving Training Effectiveness, Aldershot, Gower, 1988.
2. Buckley, R & Caple, Jim. The Theory & Practice of Training, London, Kogan & Page, 1995.
3. Lynton, R Pareek, U. Training for Development, 2nd ed., New Delhi, Vistaar, 1990.
4. Pepper, Allan D. Managing the Training and Development Function, Aldershot Gower, 1984.
5. Rae, L. How to Measure Training Effectiveness, Aldershot, Gower, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR-308-HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM

Programme Education Objectives

PEO1	Understand the nature and basic concepts of HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents:

Unit-I : Field of HRD – Concepts, goals, challenges; HRD climate and practices in India.

Unit-II: Strategic HR Development: Strategies for HR Development, Controlling HR Development, Competence Management, Performance Management, Talent Management, Qualification Management, Retention Management, Culture Management

Unit-III: HRD system design principles, Competence Management, Leadership Development, Performance Management, Intellectual Capital Development

Unit-IV : HRD intervention. Change Management, HRD Process model, HRD and organizational learning, HRD Diversity and Ethics, Mentoring and Counselling, Perspective of learning in HRD

Unit-V : HRD Diversity and Ethics, Mentoring and Counselling,

Suggested Readings:

1. Dayal, Ishwar, Successful Applications of HRD, New Delhi, New Concepts, 1996.
2. Dayal, Ishwar, Designing HRD Systems, New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dhami P. HRD – Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.
4. Maheshwari, BL & Sinha, Dhami P. Management of Change Through HRD, New Delhi, Tata McGrawHill, 1991.
5. Pareek, U. etc. Managing Transitions: The HRD Response, New Delhi, Tata McGraw Hill, 1992.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR-309-HUMAN RESOURCE PLANNING AND DEVELOPMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of HUMAN RESOURCE PLANNING AND DEVELOPMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of HUMAN RESOURCE PLANNING AND DEVELOPMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I : Human Resource Planning: Importance of HRP, Factor affecting HRP, Planning, Process, Requisites and Barriers to HRP.

Unit-II : Models and techniques of manpower demand and supply forecasting; behavioural factors in human resource planning-wastage analysis; retention; redeployment and exit strategies.

Unit-III : Career management and career planning; performance planning; performance appraisal and career

development.

Unit-IV : HRD climate; culture; QWL and management of change; TQM; Strategic Human Resource Management.

Unit-V : Human resource information system; human resource valuation and accounting.

Suggested Readings:

1. Aswathappa, K. Human Resource and Personnel Management, McGraw Hill, New Delhi (2005)
2. Arthur, M. Career Theory Handbook, Englewood Cliff, Prentice Hall Inc., 1991.
3. Belkaoui, A.R. and Belkaoui, J.M. Human Resource Valuation: A Guide to Strategies and Techniques, Greenwood, Quorum Books, 1995.
4. Dale, B. Total Quality and Human Resources: An Executive Guide, Oxford , Blackwell, 1992.
5. Greenhaus, J.H. Career Management, New York, Dryden, 1987.
6. Kavanagh, M.J. etc., Human Resource Information System: Development and Applications, Boston, PWS-Kent, 1993.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

INFORMATION TECHNOLOGY

OCPC – 301- STRATEGIC MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of STRATEGIC MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of STRATEGIC MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

UNIT I Introduction: meaning nature, scope, and importance of strategy; and strategic management, Introduction to Business policy, Strategic decision-making , Process of strategic management and levels at which strategy operates , strategic intent: Vision, Mission, Business definition, Goals and Objectives.

UNIT II Environmental Scanning : Factors considered, approaches, External environment analysis:

PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter's Five Forces Model methods and techniques used , Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

UNIT III Strategy Formulation: Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization , Porters Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance , Digitalization Strategies.

UNIT IV Strategy Analysis : Process, Analysing Strategic alternative, Evaluating and choosing among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell

Planning Grid, McKinsey's 7'S framework Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values,

Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

UNIT V Strategy Evaluation & Control : Nature, Importance, Organizational systems and Techniques of strategic evaluation & control.

Suggested Readings

1. Henry, A :Understanding Strategic Management, OUP
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice (Sage Publication, South Asia Edition)
3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. Fourth edition.
4. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education, Eleventh edition.
6. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education, Fifth edition.
7. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth edition.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

BF-302-INTERNATIONAL BUSINESS MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INTERNATIONAL BUSINESS MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INTERNATIONAL BUSINESS MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

Unit II International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

Unit III International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate

Management, International Labor Relations.

Unit IV Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee.

Unit V International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

Suggested Readings

1. Joshi, R M : International Business, OUP
2. Hill - International Business, McGraw-Hill 2. Cherunilam F- International Business: Text and Cases, PHI

Reference Books:

1. Aswathappa- International Business, McGraw-Hill
2. Cherunilam, F - International Trade and Export Management, Himalaya
3. Daniels - International Business (Pearson)
4. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

⚙️CP-303-SUMMER TRAINING, PROJECT REPORT AND VIVA-VOCE

At the end of second semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organisation by taking up a project study and would submit a project report as well as the training diary after the completion of training.

⚙️IT-304-DATABASE MANAGEMENT SYSTEM

Programme Education Objectives

PEO1	Understand the nature and basic concepts of DATABASE MANAGEMENT SYSTEM Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of DATABASE MANAGEMENT SYSTEM
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents

Unit-I: Introduction: view of data, data model, database layout, database management, overall system structure. Model: designing of E-R database, relation of model, Hi-end model, network model.

Unit-II: Integrity constraints: domain constraints, referential integrity, assertions, triggers, functional dependency.

Unit-III: Storage and file strategy: overview, magnetic disc, RAID, territory storage, storage access, file

organisations, data dictionary storage.

Unit-IV: Transaction: concept, transaction state, implementation of atomicity and unreliability, concurrency executions, serializability, recoverability, implementation of isolation.

Unit-V: Recovery system: overview, database architect overview, parallel database overview, distinction database overview.

Suggested Readings

1. Coad, Peter and Edward, Yourdon, Object-Oriented analysis, 2nd ed., Englewood Cliff, New Jersey, Yuordon Press, 1991.
2. Kroenke, David M. Database Processing: Fundamentals, Design, Implementation, 4th ed., New York, McMillan.
3. McFadden, Fred R and Hoffer, Jeffery, A. Database Management, 3rd ed., Redwood City, Benjamin-Cummings, 1991.
4. Pratt, Phillip J. A Guide to SQL, Boston, Boyd and Fraser, 1990.
5. Salemi, Joe Client/Server Data Bases, Emeryville, California, Ziff-Davis Press, 1993.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT-305: DATA COMMUNICATION

Programme Education Objectives

PEO1	Understand the nature and basic concepts of DATA COMMUNICATION Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of DATA COMMUNICATION
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents

Unit-I: Introduction, communication models, protocol architecture OSI, TCP-IP.

Unit-II: Data transmission concepts and terminology, analog and digital transmission, transmission impairment, guided and wireless transmission.

Unit-III: Data link control: Flow control, error detection, error control, high level data link control, other link control.

Unit-IV: Multiplexing: Frequency division, time division, asymmetric digital subscriber line, DXSL.

Unit-V: Circuit switching, packet switching ATM and Frame relay, LAN technology, Lan system.

Suggested Readings

1. Data and computer communication, William Stallings, sixth edition, PHI publication.
2. Computer network, Andrew S. Tanenbaum, Third Edition, PHI publication

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT-306: SOFTWARE ENGINEERING

Programme Education Objectives

PEO1	Understand the nature and basic concepts of SOFTWARE ENGINEERING Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of SOFTWARE ENGINEERING
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Introduction: SDLC, models of SD, process and project management.

Unit-II: Project Planning: Project planning infrastructure, process planning.

Unit-III: Effect estimates and scheduler: models, schedule, approach, Quality Planning: quality concept, CMM, quantitative quality management planning, defect portion planning.

Unit-IV: Risk Management: risk assessment, risk control.

Unit-V: Measurement and trolley planning: concept of measurement, S process control, measuring schedule, measuring size, project tracking, and configuration management: concept, configuration process and control.

Suggested Readings

1. Integrated approach to Software Engineering, 3rd ed., Pankaj Jolate, Narosa Publication

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT-307: SYSTEM ANALYSIS AND DESIGN

Programme Education Objectives

PEO1	Understand the nature and basic concepts of SYSTEM ANALYSIS AND DESIGN Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of SYSTEM ANALYSIS AND DESIGN
CO-2	Analyse the Various Concepts to understand them through case studies

CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents:

Unit-I: Introduction: system analysis overview, category of information system, feasibility study. SDCC, system development strategy, implementation and evaluation.

Unit-II: tools for determining system requirement: requirement determination, fact – finding technique, tools for documentation proceeding and decision.

Unit-III: Structure analysis development strategy: structure analysis, data flow strategy, elevation of DFD, recording data description.

Unit-IV: analysis to design transition: specific application requirement, elements of design, design of input and output, design of online dialogue.

Unit-V: Design for database integration: system development in a database, E-R diagram, data model, normalisation, database administration.

Suggested Readings

1. James A Senn, analysis & Design of Information System, Second Edition, McGraw-Hill International Editions, Computer Series.
2. Awad, Elias M. Systems analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1990.
3. Coad, Peter and Edward, Yourdon, Object-Oriented Analysis, 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.
4. Hawryskiewycz, IT, Introduction to Systems Analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1991.
5. Macro, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press, 1989.
6. Rajaraman, V. Analysis and Design of Information systems, New Delhi, Prentice Hall of India, 1991. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT-308: INFORMATION SECURITY

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INFORMATION SECURITY Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INFORMATION SECURITY
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems

CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course
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Course contents

Unit-I: Introduction: need for security, security approaches, principle of security, risk to introduction system. Security: physical security, logical security, threats to security.

Unit-II: Cryptographic technique: plain text and Cipher text, substitution technique, transposition technique encryption and decryption, symmetric and asymmetric key, steganography, key length and key size, possible type attack.

Unit-III: Computer based Symmetric key cryptographic algorithms: Introduction algorithm types and model overview of symmetric key cryptography, data encryption standard, IDEA, DES, Blowfish, AES.

Unit-IV: Computer based asymmetric key cryptographic algorithms: Introduction, RSA algorithm, digital signature, knapsack algorithm.

Unit-V: Public key infrastructure, digital certificate, private key management, PKCS, XML, PKI and security.

Suggested Readings

1. Cryptography and network security, Atil Khate, TMH.
2. PC and LAN Security by Stephen Cobb.
3. Enterprise Disaster Recovery Planning by Miora.
4. Computer Security for dummies.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

BIT-309: E-COMMERCE AND CYBER LAW

Programme Education Objectives

PEO1	Understand the nature and basic concepts of E-COMMERCE AND CYBER LAW Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of E-COMMERCE AND CYBER LAW
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: E-commerce overview: Introduction, models of e-commerce, e-commerce status in India.

Unit-II: Technology for e-commerce: Electronic data interchange, internet protocols, security, internet security protocol, challenge in e-commerce.

Unit-III: Cyber crime: Building e-commerce infrastructure, Cyber crime in India and abroad, payment process fraud.

Unit-IV: Cyber Law: E-commerce legal framework, UNCITRAL model law, taxing issue

Unit-V: IT act 2000, TRAI, Indian Telegraph Act 1885, the Reserve Bank Act, 1934.

Suggested Readings

1. Enterprise Electronics and Mobile Commerce, VK Jain, Cyber Tech publications.
2. Cyber laws, K Kumar, dominant Publisher and Distributor.
3. Understanding Electronics Commerce, David Kosiur, Microsoft press.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PRODUCTION AND OPERATIONS

CCP – 301- STRATEGIC MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of STRATEGIC MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of STRATEGIC MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

UNIT I Introduction: meaning nature, scope, and importance of strategy; and strategic management, Introduction to Business policy, Strategic decision-making , Process of strategic management and levels at which strategy operates , strategic intent: Vision, Mission, Business definition, Goals and Objectives.

UNIT II Environmental Scanning : Factors considered, approaches, External environment analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter's Five Forces Model methods and techniques used , Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

UNIT III Strategy Formulation: Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization , Porters Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance , Digitalization Strategies.

UNIT IV Strategy Analysis : Process, Analysing Strategic alternative, Evaluating and choosing among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

UNIT V Strategy Evaluation &Control : Nature, Importance, Organistional systems and Techniques of strategic evaluation & control.

Suggested Readings

1. Henry, A :Understanding Strategic Management, OUP
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice (Sage Publication, South Asia Edition)
3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. Fourth edition.
4. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education, Eleventh edition.
6. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education, Fifth edition.
7. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth edition.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

BF-302-INTERNATIONAL BUSINESS MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INTERNATIONAL BUSINESS MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INTERNATIONAL BUSINESS MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

Unit II International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

Unit III International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

Unit IV Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee.

Unit V International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

Suggested Readings

1. Joshi, R M : International Business, OUP
2. Hill - International Business, McGraw-Hill 2. Cherunilam F- International Business: Text and Cases, PHI

Reference Books:

1. Aswathappa- International Business, McGraw-Hill
2. Cherunilam, F - International Trade and Export Management, Himalaya
3. Daniels - International Business (Pearson)
4. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

⦿CP-303-SUMMER TRAINING, PROJECT REPORT AND VIVA-VOCE

At the end of second semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organisation by taking up a project study and would submit a project report as well as the training diary after the completion of training.

⦿PO-304: PURCHASING AND MATERIALS MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PURCHASING AND MATERIALS MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PURCHASING AND MATERIALS MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents

Unit-I: Role of purchasing and materials management – objectives, organisations and interrelationships, determination and description of material quality, material planning in push and pull system, MRP and JIT.

Unit-II: Determination and description of material quality – receiving and incoming quality inspection, acceptance sampling plans, vendor-process capability; cost-reduction techniques – standardization, simplification and variety reduction; value analysis and engineering.

Unit-III: Make or buy decisions, purchasing research, sources of supply, price determination and negotiation vendor rating, selection and development, legal aspects of purchasing, public purchasing and tendering; international purchasing – procedures and documentation.

Unit-IV: Purchasing of capital equipment – appraisal methods, evaluating suppliers' efficiency, stores layout, classification and codification; material logistics – warehousing management, material handling, traffic and transportation, disposal of scrap, surplus and obsolete materials.

Unit-V: Inventory control of spare parts, material information system.

Suggested Readings:

1. Ansari A and Modarress B. JIT Purchasing, New York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management, London, Pitman, 1994.
3. Burt, David N. Proactive Procurement, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D.W. etc. Purchasing and Materials Management, New York, McGraw Hill, 1990.
5. Dutta, A.K. Integrated materials Management, New Delhi, PHI, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

QPO-305: TOTAL QUALITY MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of TOTAL QUALITY MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of TOTAL QUALITY MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Basic concept of total quality (TQ); evolution of total quality management; components of TQ loop; conceptual approach to S.Q.C. acceptance sampling and inspection plans.

Unit-II: statistical process control; process capability studies; humanistic aspects of TQM; management of Q.C. and Z.D. programmes; quality improvement teams; Q-7 tools.

Unit-III: Quality costs, Taguchi loss function; functional linkage of quality with reliability and maintainability. **Unit-IV:** Failure analysis; (ETA/FMEA) and optimum maintenance decisions; total productive maintenance(TPM).

Unit-V: Quality audits; lead assessment and ISO – 9000 standards; marketing aspects to T.Q.; total quality of services; total quality and safety; six sigma.

Suggested Readings

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leaveworth, Richards, Statistical Quality control, McGraw Hill, New York, 1991.
3. Ireson W.G. and Coombas, CP. Handbook of Reliability engineering & management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. And Matar, Joseph E. Designing for Quality, London, chapman & Hill, 1990.
5. Pike, John and Barnes, Richard, TQM in Action, London, chapman & Hill, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO-306: PRODUCTION PLANNING AND CONTROL

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PRODUCTION PLANNING AND CONTROL Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PRODUCTION PLANNING AND CONTROL
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

APPLIED OPERATIONS RESEARCH Course Contents

Unit-I: Production planning and control function; material requirement planning.

Unit-II: production – inventory systems; forecasting for inventory and production control.

Unit-III: Aggregate planning; job shop planning; scheduling and control; just-in-time production.

Unit-IV: Line balancing; planning for high volume standardized products; procedures and documentation in production planning and control.

Unit –V: Application for computers; ERP.

Suggested Readings:

1. Burbidge, John L. Principles of Production Control, London, Donald and Evans 1981.
2. Caubang, Ted C. Readings on Production Planning and Control, Geneva, ILO.
3. Greene, James H. Production and Inventory control Handbook, New York, McGraw Hill, 1987.
4. Mc Leavey, Dennis W and Narasimhan, SL. Production and Inventory Control, Boston, allyn and bacon, 1985.
5. Peterson, R and Silver, EA. Decision systems for Inventory Management and Production Planning, New York, John wiley, 1979.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO-307: APPLIED OPERATIONS RESEARCH

Programme Education Objectives

PEO1	Understand the nature and basic concepts of APPLIED OPERATIONS RESEARCH Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of APPLIED OPERATIONS RESEARCH
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Parametric and sensitivity analysis; inventory control models under uncertainty.

Unit-II: Applied queuing models; networks models.

Unit-III: Non-linear optimization techniques-quadratic programming.

Unit-IV: Portfolio management problem; replacement models and policies.

Unit-V: Dynamic programming; reliability models.

Suggested Readings

1. Ahuja A.K. etc. Network Flows, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
2. Gould, FJ. etc. Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Gupta, MP and Sharma J.K. Operations Research for Management, New Delhi, National, 1997.
4. Taha Harndy A. Operations Research: An Introduction, McMillan, New York, 1992.
5. Mathur, K. And Solow D. Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO-309: LOGISTICS MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of LOGISTICS MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of LOGISTICS MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Introduction to Logistics and its interface with production and marketing; measures of logistics: physical distribution and logistics.

Unit-II: Logistics system analysis and design; warehousing and distributing centres; locations.

Unit-III: Transportation systems: facilities and services; dispatch and routing decisions and models.

Unit-IV: Inventory management decisions; logistics audit and control; packaging and materials handling.

Unit-V: International logistics management; logistics future directions.

Suggested Readings

1. Bhallau, Renald H. Business Logistis Management, Englewood Cliffs, New York, Prentice Hall Inc.,1992.
2. Beal K, A management Guide to Logistics Engineering, USA Institute of Production Engineering, 1990
3. Benjamin S.B. Logistics Engineering and Management, Englewood Cliffs, New York, Prentice Hall Inc., 1996
4. Bowersox, DJ and Closs, D.H. Logistics Management, A System Integration of Physical Distribution, New York, McMillan, 1986
5. Chirstopher, M. Logistics and Supply Chain Management: Strategies and Reducing Costs and Improving Services, London, Pitsman, 1992

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO-309 GOALS PROGRAMMING IN MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of GOALS PROGRAMMING IN MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of GOALS PROGRAMMING IN MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Goal Programming – basic concept, model formulation, graphical and simplex method

Unit-II: Integer goal programming, post-optimal sensitivity analysis

Unit-III: Parametric goal programming: goal programming under certainty

Unit-IV: Application of goal programming in functional areas of management; implementation of goal programming

Unit-V: Introduction to some application software such as – QSB, micro manager and LIGO

Suggested Readings

1. Cook, Thomas M and Russel, Robert A. Introduction to Management Science, 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985
2. Eppen, GD. Etc. Quantitative Concepts for Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994
3. Ignizio, JP. Goal Programming and Extensions, Lexington Books, 1976
4. Ijier Y. Management Goals and Accounting for Control, Amsterdam, North Holland, 1965
5. Lee SM. Goal Programming for decision Analysis, Philadelphia, Auerbach, 1971

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

INSURANCE AND RISK MANAGEMENT

CP – 301- STRATEGIC MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of STRATEGIC MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of STRATEGIC MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

UNIT I Introduction: meaning nature, scope, and importance of strategy; and strategic management, Introduction to Business policy, Strategic decision-making, Process of strategic management and levels at which strategy operates, strategic intent: Vision, Mission, Business definition, Goals and Objectives.

UNIT II Environmental Scanning : Factors considered, approaches, External environment analysis:

PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter's Five Forces Model methods and techniques used, Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

UNIT III Strategy Formulation: Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization, Porters Model of

competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance , Digitalization Strategies.

UNIT IV Strategy Analysis : Process, Analysing Strategic alternative, Evaluating and choosing among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

UNIT V Strategy Evaluation & Control : Nature, Importance, Organistical systems and Techniques of strategic evaluation & control.

Suggested Readings

1. Henry, A :Understanding Strategic Management, OUP
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice (Sage Publication, South Asia Edition)
3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. Fourth edition.
4. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education, Eleventh edition.
6. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education, Fifth edition.
7. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth edition.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

IF-302-INTERNATIONAL BUSINESS MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INTERNATIONAL BUSINESS MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INTERNATIONAL BUSINESS MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

Unit II International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

Unit III International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

Unit IV Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee.

Unit V International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

Suggested Readings

1. Joshi, R M : International Business, OUP
2. Hill - International Business, McGraw-Hill 2. Cherunilam F- International Business: Text and Cases, PHI

Reference Books:

1. Aswathappa- International Business, McGraw-Hill
2. Cherunilam, F - International Trade and Export Management, Himalaya
3. Daniels - International Business (Pearson)
4. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-303-SUMMER TRAINING, PROJECT REPORT AND VIVA-VOCE

At the end of second semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organisation by taking up a project study and would submit a project report as well as the training diary after the completion of training.

IR-304: PRINCIPLE AND PRACTICE OF LIFE AND GENERAL INSURANCE

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PRINCIPLE AND PRACTICE OF LIFE AND GENERAL INSURANCE Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PRINCIPLE AND PRACTICE OF
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	LIFE AND GENERAL INSURANCE
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Origin and development of the concept of life insurance, principles of life insurance, products of life insurance and services

Unit-II: Elements in the computation of Assurance premium, selection and classification of risk and the basic principles of utmost good faith

Unit-III: Plans of life insurance, application and acceptance, insurance forms

Unit-IV: Origin and development of General insurance concepts, Basic principles of general insurance, general insurance markets, type of general insurance

Unit-V: Underwriting and Rating practices, claims practice and procedures

Suggested Readings

1. Gupta P.K. "Fundamental of Insurance", Himalaya Publishing House, Mumbai
2. Black, Kenneth and Harold Skipper, "Life and Health Insurance", Pearson Education, New Delhi
3. Ganguly, Anand. "Insurance Management", New Age International, New Delhi
4. Mothhar, M., "Insurance Principles, Practices, Management and Salesmanship", Sarada PustakBhawan, Allahabad
5. IC-01, Principles of Insurance, Insurance Institute of India, Mumbai
6. IC-02, Practice of Life Insurance, Insurance Institute of India, Mumbai
7. IC-02, Practice of General Insurance, Insurance Institute of India, Mumbai

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

◊IR-305: FINANCE FOR INSURANCE

Programme Education Objectives

PEO1	Understand the nature and basic concepts of FINANCE FOR INSURANCE Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of FINANCE FOR INSURANCE
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Indian financial system-financial markets, instruments and regulatory authority. Scope and functions of finance; objective of financial management. Time value of money-calculation of present and future value of money.

Unit-II: The measurement of interest-The nominal rate of interest, simple interest, compound interest, term structure of interest rates. Elementary annuities-Annuity immediate, annuity due, annuity values on any date, perpetuities

Unit-III: General annuities-annuities payable less frequently than interest is payable, continuous annuities-unknown time and unknown rate of interest, elementary varying annuities, more general varying annuities, continuous varying interest

Unit-IV: Amortization, schedule and sinking funds, determination of outstanding principal, amortization schedules-sinking fund, different payment periods and interest conversion periods-yield rates-reinvestment rates

Unit-V: Valuation of bonds and equity shares-types of securities, price of a pure bond-premium discount and par; convertible bonds and its valuation; callable basis and its valuation; determination of various types of yields; valuation of equity shares; Bonus issue and equity.

Suggested Readings

1. Pandey, I.M. Financial Management, 10th ed., Vikash Publishing House, New Delhi
2. Kelison, Stephen, G., (2009), The Theory of Interest (3rd ed.) McGraw Hill, New York
3. Parameter, Michael M., Theory of Interest and life Contingencies with Pension Application, Actex Publishers, Winsted, CT

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR-306: HEALTH AND PERSONAL ACCIDENT INSURANCE

Programme Education Objectives

PEO1	Understand the nature and basic concepts of HEALTH AND PERSONAL ACCIDENT INSURANCE Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of HEALTH AND PERSONAL ACCIDENT INSURANCE
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Economics of health care-health care environment-health insurance providers in India-different levels of medical care-insurance principles as applicable to medical insurance

Unit-II: Individual health insurance policy coverage-disability insurance-long term care plans-taxation aspects

Unit-III: Accident insurance and related overseas travel insurance, issues related to critical illness, domiciliary treatment, hospitalisation

Unit-IV: Health Insurance underwriting-health insurance underwriting factors-principles of health insurance rate

making –premium rate variables-individual policy underwriting-group policy underwriting-health insurance reserves and other liabilities

Unit-V: Health insurance proposal forms-claim forms-claims documentation-diferent methods of claims settlement-third party administration-IRDA regulations on health insurance

Suggested Readings

1. Black, Jr, Kenneth and Harrold Skipper Jr. (2005), Life and Health Insurance, (13th ed.) Pearson Education, New Delhi
2. Rejda, George. E. (2008), Principles of Risk Management and Insurance, International Edition, 10th ed., Pearson Education, New Delhi
3. IC-11: Practicce of General Insurance (2006), Insurance Institute of India, Mumbai

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR-307: DATA MINING TECHNIQUE

Programme Education Objectives

PEO1	Understand the nature and basic concepts of DATA MINING TECHNIQUE Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of DATA MINING TECHNIQUE
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Data warehousing: introduction, what is a data warehouse, definition, multidimensional data model, OLAP operations, Warehouse Scheme, data warehousing architecture, warehouse server, metadata, OLAP engine, data warehouse backend process

Unit-II: data mining: introduction, what is data mining, definition, KDD vs. Data mining, DBMS vs. DM, Association Rules: Introduction, what is an association rule, method to discover association rules, priori algorithm, partition algorithm, Pincer-Search algorithm, dynamic itemset counting algorithm, FP-tree growth algorithm, Eclat and dEclat, rapid association rule mining, discussion on different algorithms, incremental algorithm, border algorithm, generalised association rule, association rules with item constraints

Unit-III: Cluster techniques, introduction, clustering paradigms, partitioning algorithms, k-Medoid algorithm, CLARA, CLARANS, hierarchical clustering, DBSCAN, BIRCH, CURE, categorical clustering algorithms, STIRR, ROCK, CACTUS

Unit-IV: Decision Trees: Introduction, what is a decision tree, tree construction principle, best split, splitting indices, splitting criteria, decision tree construction algorithms, CAR, ID3, C4.5, CHAID, decision tree construction with presorting, rain forest, approximate methods, CLOUDS, BOAT, pruning technique, integration of pruning and construction.

Unit-V: Other techniques: Introduction, what is neural network, learning in NN, unsupervised learning, data mining using NN, genetic algorithm, support vector machines.

Suggested Readings

1. Pujari, Arun K., Data Mining Techniques, Universities Press (India) Pvt. Ltd., Hyderabad, 2nd ed., 2010
2. Agrawal S., Agrawal R., Deshpande P.M., and Gupta A. On the computation of multidimensional aggregates. VLDB, 1998
3. Anahlor S., and Murray D. Data warehousing in the Real world: A Practical guide for building decision support systems. Addison Wesley Longman, 1997
4. Nestorov S. and Tsur S. Integrating data mining with relational DBMS: A tightly coupled approach, www-db.stanford.edu/people/evitmov.html, 1998
5. Han J., Cheng H. Xin D., Yan X. Frequent pattern mining: Current status and future directions. Data Mining and Knowledge Discovery, 14(1), 2007

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR-308: ACTUARIAL MATHEMATICS

Programme Education Objectives

PEO1	Understand the nature and basic concepts of ACTUARIAL MATHEMATICS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of ACTUARIAL MATHEMATICS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Introduction to life insurance: life insurance contracts-annuity contracts-pension benefits-mutual and proprietary insurers. Survival models: future life time-survival function-force of mortality-actuarial notation-curator future life time. Life table and selection: life tables-fractional age assumptions-survival models for life insurance policy holders-life insurance underwriting-select and ultimate survival models

Unit-II: Benefits of insurance: valuation of insurance benefits-variable insurance benefits-function of select lives. Annuities: annuities certain-annual life annuities-continuous annuities-deferred annuities-guaranteed annuities-increasing annuities-evaluation of annuity functions. Calculation of premium-net premium-gross premium-profit-extra risks

Unit-III: Policy values: Policies with annual cash flows-policies with cash flows and discrete intervals-policy values with continuous cash flows-policy alterations-retrospective policy value-negative policy value. Multiple state models: examples of multiple state models –assumptions. Kolmogorov’s forward equations-premiums- policy values, multiple decrement models-joint life and last survivor benefits-transitions at specified ages

Unit-IV: Pension mathematics-salary scale function-setting the contribution-defined contribution plan-the service table-valuation of benefits-withdrawal pension-funding plans. Interest rate risks: Yield curve-valuation of insurance and life annuities-risk: diversifiable and non-diversifiable-monte carlo simulation, cash flow analysis for traditional life insurance contracts: profit testing for traditional life insurance-profit measures

Unit-V: Emerging costs for equity-linked insurance: Equity-linked insurance (ELI)-Deterministic profit testing for ELI-stochastic profit testing-stochastic pricing-stochastic reserving. Option pricing: assumptions- European call options and put options-American options-Binomial option pricing-Black-Scholes-Merton model. Embedded option: guaranteed minimum maturity benefits-guaranteed minimum death benefit-pricing methods for embedded options-risk management-emerging costs

Suggested Readings

1. Bowers, N.L., Gerber H.U., Hickman J.C., Jones D,A, and Nesbitt C.J., Actuarial mathematics, 2nd ed., Society of Actuaries, istaca
2. Dickson D.C.M., Hardy M.R. and waters H.R. (2009) Actuarial Mathematics for life contingent risks, Cambridge University Press, Cambridge
3. Neili A., Life Contingencies, Heinemann, London

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR-309: RISK MANAGEMENT & LIFE INSURANCE UNDERWRITING

Programme Education Objectives

PEO1	Understand the nature and basic concepts of RISK MANAGEMENT & LIFE INSURANCE UNDERWRITING Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of RISK MANAGEMENT & LIFE INSURANCE UNDERWRITING
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems

CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course
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Course Contents

Unit-I: Introduction to concept of risk, hazard and peril, concept of tolerable limits and downside, concept of risk, process of risk management, risk perception, various tools used to perceive a risk, organisation charts, flow chart, accounting methods, exposure analysis, check lists, DOW index, fault tree, event tree, HAZOP studies, safety audit

Unit-II: Introduction to the process of risk, evaluation and concept of probability, what is PML (just the concept) decision, Marketing Criteria, importance of valuation of a risk, concept of Sum insured and how to fix the Sum insured

Unit-III: Introduction to the process of Risk Control, loss prevention, various methods/techniques of risk retention, captives and methods of self retention, risk transfer mechanisms

Unit-IV: Significance of pricing fundamental, underwriting basics, organisation of underwriting, underwriting philosophy & guidelines

Suggested Readings

1. Gupta P.K., Fundamental of Insurance, Himalaya Publishing House, Mumbai
2. Black, Kenneth and Harold Skipper, Life and Health Insurance, Pearson Education, New Delhi
3. Ganguly Anand, Insurance Management, New Age International, New Delhi

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DETAIL SYLLABUS (M.B.A.) (SEMESTER – IV) (FINANCE)

CCP – 401-ENTERPRENUERSHIP DEVELOPMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of ENTERPRENUERSHIP DEVELOPMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of ENTERPRENUERSHIP DEVELOPMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

Unit I Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. The entrepreneurial mind-set. Common myths to becoming an entrepreneur and how to overcome them. Corporate entrepreneurship. Concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur. Family Business, Women entrepreneurship, social and rural entrepreneurship.

Unit II Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

Unit III From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, challenges of new venture start-up, Venture capital, Angel investing, Crowdfunding

Unit IV Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility.

Unit V Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

Suggested Readings

1. Roy :Entrepreneurship, OUP
2. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill
3. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
4. Kumar, Arya; Entrepreneurship; Pearson Education.
5. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
6. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
7. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning. Skills

CP-402-PROJECT MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PROJECT MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PROJECT MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I Introduction of Project: Definitions & Characteristics of Project, Types of Projects, Project Life Cycle. Concepts of Deliverables, Scope of Work and Milestones. Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management: Characteristics of a Project Team & Project Leader, Project Organization, and Importance of Project Management. Case Studies **Unit II** Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management: Concepts and Types of Project Risks, Risk Identification, Risks Analysis, Risks Mitigation Strategies. Case Studies

Unit III Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs. Project Financing and Budgeting: Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing. Social Cost Benefit Analysis (SCBA) of Project: Concept & significance of SCBA, Approaches to SCBA. Case Studies

Unit IV Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Gantt Chart, Work Breakdown Structure (WBS) & Responsibility Assignment Matrix. Project Network Design: Identifying the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Introduction to PERT and CPM, Crashing in Projects. Case Studies

Unit V Project Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart.

Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process. Case Studies

Suggested Readings:

1. Project Management – Achieving Competitive Advantage: Jeffrey K. Pinto (Pearson)
2. Project Management- A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (John Wiley & Sons)
3. Project Management : Mr Sanjiv Marwah- (Wiley Dreamtech)
4. Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH)
5. Project Management Core Text Book : M R Gopalan (Wiley) 5. Quantitative Techniques in Management : N D Vohra (TMH)

CP-403-(A)-DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 08 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

(B)- IMMERSION PROGRAMME IN SOCIAL ENTERPRISE

F-404-SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I : Investment attributes and avenues, sources of investment risk, portfolio management process, approaches to investment decision making, qualities for successful investing and errors in investment management. Computational finance-Return and risk from single security and portfolio of securities. Risk-return relationship when $\rho=+1, -1, 0, 0.5$.

Unit-II : Investment decision through fundamental analysis, bond valuation, types of bond yields, bond price theorem, term structure of interest rates, duration, equity valuation-DD model, P/F ratio, bonus issue and equity valuation.

Unit-III : Technical Analysis, Dow Theory and Elliot Wave Theory, Technique of technical analysis, moving average, oscillator, relative strength index, rate of change, moving average convergence and divergence, efficient market hypothesis-weak, semi and strong form of market efficiency.

Unit-IV : Portfolio selection through Markowitz Model, risky assets only out of owned fund for both risk and risk free assets out of owned funds; risk assets only when $LR=BR$ out of owned fund, risk assets only when $LR=BR$ out of both owned and borrowed funds, risk assets only when $BR>LR$, portfolio selection –use of Lagrangian multiplier technique, capital asset pricing model, arbitrage pricing theory, portfolio selection through Sharpe model.

Unit-V : Portfolio Management and Performance Evaluation: Portfolio management – active management under portfolio proportion constant and portfolio beta constant; passive management. Portfolio performance evaluation – Sharpe’s measure, Treynor’s measure, Jensen’s measure and diversification measure.

Suggested Readings:

1. Charles P. Jones, John Wiley and Sons Inc., New York Investments : Analysis and Management,
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mc Graw Hill, New Delhi.
3. John Willey, Modern Portfolio Theory and Investment Analysis, Singapore.
4. Geoffery A. Hirt and Stanley B. Block, Fundamentals of Investment Management, Irwin, Home Wood, Illionis.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CF-405-INTERNATIONAL ACCOUNTING

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INTERNATIONAL ACCOUNTING Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INTERNATIONAL ACCOUNTING
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I : International dimensions of accounting:

International Accounting–concept, scope and importance of international accounting, harmonization of accounting practices, international accounting standards and IFRS, factors contributing to the development of international accounting, difficulties in international accounting, international efforts for harmonization.

Unit-II : Foreign Transactions-recording and translation:

International / foreign transactions and their recording under different methods, currency translations.

Unit-III : Foreign Inflation Accounting reporting:

International perspective on inflation accounting ; financial reporting and disclosure, managing international information systems.

Unit-IV : Foreign Financial System Analysis

Analyzing foreign financial statements, financial management of multinational entities.

Unit-V : Transfer pricing and international taxation

Transfer pricing-scope, importance and techniques, international taxation-various techniques including withholding taxes.

Suggested Readings:

1. International Accounting- Das Mohapatra, A.K., Prentice Hall of India, New Delhi.
2. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
3. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
4. Evans, Thomas G. International Accounting & Reporting, London, MacMillian, 1985.
5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

F-406-PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PROJECT PLANNING, ANALYSIS AND MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study

PEO4	Apply the Basic Concepts learned to execute them
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Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PROJECT PLANNING, ANALYSIS AND MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I: Project and Economic Development, Project Management- An Overview, Capital Investment: Importance & Difficulties; Generation and Screening of project idea.

Unit-II: Capital expenditure; importance and difficulties; market & demand Analysis, Situational analysis, Technical Analysis; Financial Analysis.

Unit-III: Capital Budgeting Decisions; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis; UNIDO Approach, Little-Mirrless Approach.

Unit-IV: Network techniques for project management; PERT Model, CPM Model, Project review and administrative aspects.

Unit-V: Multiple Projects and Constraints; Financing of Projects, Financing Infrastructure Projects, Project financing in India; Project Feasibility Report.

Suggested Readings:

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1997.
2. Bhalla, V.K. Modern Working Capital Manalgement, New Delhi, Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy, 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westville, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

(MARKETING)

⦿CP – 401-ENTERPRENUERSHIP DEVELOPMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of ENTERPRENUERSHIP DEVELOPMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of ENTERPRENUERSHIP DEVELOPMENT
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CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

Unit I Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. The entrepreneurial mind-set. Common myths to becoming an entrepreneur and how to overcome them. Corporate entrepreneurship. Concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur. Family Business, Women entrepreneurship, social and rural entrepreneurship.

Unit II Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs,

EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

Unit III From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, challenges of new venture start-up, Venture capital, Angel investing, Crowdfunding

Unit IV Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility.

Unit V Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

Suggested Readings

1. Roy :Entrepreneurship, OUP
2. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill
3. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
4. Kumar, Arya; Entrepreneurship; Pearson Education.
5. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
6. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
7. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning. Skills

CP-402-PROJECT MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PROJECT MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PROJECT MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I Introduction of Project: Definitions & Characteristics of Project, Types of Projects, Project Life Cycle. Concepts of Deliverables, Scope of Work and Milestones. Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management: Characteristics of a Project Team & Project Leader, Project Organization, and Importance of Project Management. Case Studies **Unit II** Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management: Concepts and Types of Project Risks, Risk Identification, Risks Analysis, Risks Mitigation Strategies. Case Studies

Unit III Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs. Project Financing and Budgeting: Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing. Social Cost Benefit Analysis (SCBA) of Project: Concept & significance of SCBA, Approaches to SCBA. Case Studies

Unit IV Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Gantt Chart, Work Breakdown Structure (WBS) & Responsibility Assignment Matrix. Project Network Design: Identifying the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Introduction to PERT and CPM, Crashing in Projects. Case Studies

Unit V Project Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart.

Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process. Case Studies

Suggested Readings:

1. Project Management – Achieving Competitive Advantage: Jeffrey K. Pinto (Pearson)
2. Project Management- A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (John Wiley & Sons)
3. Project Management : Mr Sanjiv Marwah- (Wiley Dreamtech)
4. Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH)
5. Project Management Core Text Book : M R Gopalan (Wiley) 5. Quantitative Techniques in Management : N D Vohra (TMH)

CP-403-(A)-DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 08 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

(B)- IMMERSION PROGRAMME IN SOCIAL ENTERPRISE

M-404-ADVERTISING MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of ADVERTISING MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of ADVERTISING MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit – I: Advertising's role in the marketing process; legal ethical and social aspects of advertising.

Unit – II: Process of communication – Wilbur Schramm's model, two step flow of communication, theory of cognitive dissonance and clues for advertising strategists: stimulation of primary and selective demand – objective setting and market positioning; Dagmar approach – determination of target audience.

Unit – III: Building of advertising programme-message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning; budgeting.

Unit – IV: Advertising Effectiveness tests, recognition, recall, experimental designs, advertising organisation-selection compensation and appraisal of an agency, electronic media buying.

Unit – V: Advertising campaign – advertising Vs consumer behaviour; sales promotion – role of creative strategies; advertising – retail, national, cooperative, political, international, public service advertising.

Suggested Readings

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

M-405-INTERNATIONAL MARKETING

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INTERNATIONAL MARKETING Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts

PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INTERNATIONAL MARKETING
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents:

- Unit-I:** Nature of International marketing: Definition, Concept and Setting; Distinctions between Domestic Marketing & International Marketing, Multinational Corporations (MNCs); Definition by Size, Structure, Performance & Behaviour, Benefits of International Marketing.
- Unit-II:** Trade Theories & Economic Development, Basis for International Trade, International Institutions: World Bank, IMF, UNCTAD, WTO, Common Markets, Free Trade Zones, Economic Communities;
- Unit-III:** Constraints on International Marketing; Trade Distortions & Marketing Barriers, Tariff Barriers, Non- tariff barriers; Trading partners; India and World trade.
- Unit-IV:** Consumer Behaviour in International Context: Psychological & Social Dimensions, Planning for International Marketing, Marketing Research & Information System, Market Analysis & Foreign Market Entry Strategies.
- Unit-V :** International Marketing Decisions; International Marketing Mix – Identification of Markets, Product Strategies, International Product Life Cycle, Promotion strategies, Pricing Strategy and Distribution Strategy; Various Forms of International Business;

Suggested Readings:

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, John J., International Marketing: Analysis and Strategy, New Delhi, PrenticeHall of India, 1995.
5. Pripalomi, V.H.: International Marketing, Prentice Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

GM-406-PLANNING AND MANAGING RETAIL BUSINESS

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PLANNING AND MANAGING RETAIL BUSINESS Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study

PEO4	Apply the Basic Concepts learned to execute them
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Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PLANNING AND MANAGING RETAIL BUSINESS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I : An introduction to the retailing system, retailing mix – social forces – economic forces – technological force – competitive forces; retailing definition, structure, different formats – marketing concepts in retailing.

Unit-II : Consumer purchase behaviour – cultural and social group influence on consumer purchase behaviour; retail store location – traffic flow and analysis – population and its mobility – exteriors and layout – customer traffic flows and pattern – creative display.

Unit-III : Merchandise planning – stock turns, credit management, retail pricing, return on per sq. feet of space – retail promotions – staying ahead of competition.

Unit-IV : Supply chain management – warehousing – role of IT in supply chain management; franchising.

Unit-V : Direct marketing / direct selling – exclusive shops – destination stores – chain stores – discount stores – another current and emerging formats – issues and options; retail equity, technology in retailing – retailing through the internet.

Suggested Readings

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993.
2. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
3. Drake, Mary Francis, J.H. Spooone and H. Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Barton a. Weitz Retailing Management, 2nd ed. Irwin, London, 1995.
5. Morgenstein, Melvin and Harriat Strongin Modern Retailing

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

(HR)

CCP – 401-ENTERPRENUERSHIP DEVELOPMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of ENTERPRENUERSHIP DEVELOPMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study

PEO4	Apply the Basic Concepts learned to execute them
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Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of ENTERPRENUERSHIP DEVELOPMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

Unit I Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. The entrepreneurial mind-set. Common myths to becoming an entrepreneur and how to overcome them. Corporate entrepreneurship. Concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur. Family Business, Women entrepreneurship, social and rural entrepreneurship.

Unit II Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

Unit III From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, challenges of new venture start-up, Venture capital, Angel investing, Crowdfunding

Unit IV Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility.

Unit V Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

Suggested Readings

1. Roy :Entrepreneurship, OUP
2. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill
3. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
4. Kumar, Arya; Entrepreneurship; Pearson Education.
5. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
6. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
7. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning. Skills

CP-402-PROJECT MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PROJECT MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
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PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PROJECT MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I Introduction of Project: Definitions & Characteristics of Project, Types of Projects, Project Life Cycle. Concepts of Deliverables, Scope of Work and Milestones. Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management: Characteristics of a Project Team & Project Leader, Project Organization, and Importance of Project Management. Case Studies **Unit II** Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management: Concepts and Types of Project Risks, Risk Identification, Risks Analysis, Risks Mitigation Strategies. Case Studies

Unit III Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs. Project Financing and Budgeting: Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing. Social Cost Benefit Analysis (SCBA) of Project: Concept & significance of SCBA, Approaches to SCBA. Case Studies

Unit IV Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Gantt Chart, Work Breakdown Structure (WBS) & Responsibility Assignment Matrix. Project Network Design: Identifying the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Introduction to PERT and CPM, Crashing in Projects. Case Studies

Unit V Project Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart.

Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process. Case Studies

Suggested Readings:

1. Project Management – Achieving Competitive Advantage: Jeffrey K. Pinto (Pearson)
2. Project Management- A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (John Wiley & Sons)
3. Project Management : Mr Sanjiv Marwah- (Wiley Dreamtech)
4. Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH)
5. Project Management Core Text Book : M R Gopalan (Wiley) 5. Quantitative Techniques in Management : N D Vohra (TMH)

CP-403-(A)-DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 08 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

(B)- IMMERSION PROGRAMME IN SOCIAL ENTERPRISE

HR-404-MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Programme Education Objectives

PEO1	Understand the nature and basic concepts of MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents:

Unit-I : Manpower management in the 21st century; environmental context of human resource management; the emerging profile of human resources.

Unit-II : Special features of new technology; concept and process of technological innovation.

Unit-III : Organizational implications of technological change; human resource implications of technological change.

Unit-IV : Performance/potential evaluation in the context of new technology; technology Transfer with humanface.

Unit-V : New issues in manpower training and career development.

Suggested Readings:

1. Clark, Jon. Managing Innovation and Change, University of Southampton, 1995.
2. Clark, Jon. Human Resource Management and Technological Change, London, Sage, 1993.
3. Campbell, A and Warner, M. New Technology, Skills and Management, London, Routledge, 1992.
4. Rastogi, PN. Management of Technology and Innovation, New Delhi, Sage, 1995.
5. Warner, M. New Technology and Manufacturing Management, London, Wiley, 1990.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR-405-LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Programme Education Objectives

PEO1	Understand the nature and basic concepts of LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS Relating to the M.B.A. Degree in Management Sciences
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PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit-I : Emergence and objectives of labour laws and their socio-economic environment; industrial relations laws – laws relating to industrial disputes, trade unions, and standing orders.

Unit-II : Laws relating to discharge, misconduct, domestic enquiry, disciplinary action.

Unit-III : Social security laws – laws relating to workmen’s compensation, employees’ state insurance, provident fund, gratuity and maternity relief.

Unit-IV : Wages and bonus laws – the law of minimum wages, payment of wages, payment of bonus.

Unit-V : Law relating to working conditions – the laws relating to factories, establishment, and contract labour; interpretations of labour laws, their working, and implications for management, union, workmen; the economy and the industry.

Suggested Readings:

1. Ghaiye, BR. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The law of Industrial Disputes, Vol. I and II, Bombay, N.M. Tripathi, 1985.
3. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour judiciary, Adjudication and Industrial Justice, New Delhi, Oxford, 1995.
5. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford & IBH, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR-406-HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM

Programme Education Objectives

PEO1	Understand the nature and basic concepts of HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents:

Unit-I : Field of HRD – Concepts, goals, challenges; HRD climate and practices in India.

Unit-II: Strategic HR Development: Strategies for HR Development, Controlling HR Development, Competence Management, Performance Management, Talent Management, Qualification Management, Retention Management, Culture Management

Unit-III: HRD system design principles, Competence Management, Leadership Development, Performance Management, Intellectual Capital Development

Unit-IV : HRD intervention. Change Management, HRD Process model, HRD and organizational learning, HRD Diversity and Ethics, Mentoring and Counselling, Perspective of learning in HRD

Unit-V : HRD Diversity and Ethics, Mentoring and Counselling,

Suggested Readings:

1. Dayal, Ishwar, Successful Applications of HRD, New Delhi, New Concepts, 1996.
2. Dayal, Ishwar, Designing HRD Systems, New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dhama P. HRD – Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.
4. Maheshwari, BL & Sinha, Dhama P. Management of Change Through HRD, New Delhi, Tata McGrawHill, 1991.
5. Pareek, U. etc. Managing Transitions: The HRD Response, New Delhi, Tata McGraw Hill, 1992.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

INFORMATION TECHNOLOGY

⚙️ CP – 401-ENTERPRENUERSHIP DEVELOPMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of ENTERPRENUERSHIP DEVELOPMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of ENTERPRENUERSHIP
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	DEVELOPMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

Unit I Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. The entrepreneurial mind-set. Common myths to becoming an entrepreneur and how to overcome them. Corporate entrepreneurship. Concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur. Family Business, Women entrepreneurship, social and rural entrepreneurship.

Unit II Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

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6. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
7. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning. Skills

CP-402-PROJECT MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PROJECT MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study

PEO4	Apply the Basic Concepts learned to execute them
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Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PROJECT MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I Introduction of Project: Definitions & Characteristics of Project, Types of Projects, Project Life Cycle. Concepts of Deliverables, Scope of Work and Milestones. Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management: Characteristics of a Project Team & Project Leader, Project Organization, and Importance of Project Management. Case Studies **Unit II** Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management: Concepts and Types of Project Risks, Risk Identification, Risks Analysis, Risks Mitigation Strategies. Case Studies

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Unit V Project Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart.

Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process. Case Studies

Suggested Readings:

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2. Project Management- A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (John Wiley & Sons)
3. Project Management : Mr Sanjiv Marwah- (Wiley Dreamtech)
4. Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH)
5. Project Management Core Text Book : M R Gopalan (Wiley) 5. Quantitative Techniques in Management : N D Vohra (TMH)

CP-403-(A)-DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 08 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

(B)- IMMERSION PROGRAMME IN SOCIAL ENTERPRISE

IT-404: SYSTEM ANALYSIS AND DESIGN

Programme Education Objectives

PEO1	Understand the nature and basic concepts of SYSTEM ANALYSIS AND DESIGN Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of SYSTEM ANALYSIS AND DESIGN
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents:

Unit-I: Introduction: system analysis overview, category of information system, feasibility study. SDCC, system development strategy, implementation and evaluation.

Unit-II: tools for determining system requirement: requirement determination, fact – finding technique, tools for documentation proceeding and decision.

Unit-III: Structure analysis development strategy: structure analysis, data flow strategy, elevation of DFD, recording data description.

Unit-IV: analysis to design transition: specific application requirement, elements of design, design of input and output, design of online dialogue.

Unit-V: Design for database integration: system development in a database, E-R diagram, data model, normalisation, database administration.

Suggested Readings

1. James A Senn, analysis & Design of Information System, Second Edition, McGraw-Hill International Editions, Computer Series.
2. Awad, Elias M. Systems analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1990.
3. Coad, Peter and Edward, Yourdon, Object-Oriented Analysis, 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.
4. Hawryskiewycz, IT, Introduction to Systems Analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1991.
5. Macro, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press, 1989.
6. Rajaraman, V. Analysis and Design of Information systems, New Delhi, Prentice Hall of India, 1991. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT-405: INFORMATION SECURITY

Programme Education Objectives

PEO1	Understand the nature and basic concepts of INFORMATION SECURITY Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of INFORMATION SECURITY
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents

Unit-I: Introduction: need for security, security approaches, principle of security, risk to introduction system. Security: physical security, logical security, threats to security.

Unit-II: Cryptographic technique: plain text and Cibre text, substitution technique, transportation technique encryption and decryption, symmetric and assenter key, stegonography, key range and key size, possible type attack.

Unit-III: Computer based Symantec key cryptographic algorithms: Introduction algorithm types and model overview of symmetric key cryptography, data encryption standard, IDEA, RCS, blowfish, AES.

Unit-IV: Computer based asymmetric key cryptographic algorithms: Introduction, RSA algorithm, digital signature, knapsack algorithm.

Unit-V: Public key infrastructure, digital certificate, private key management, PKCS, XML, PKI and security.

Suggested Readings

1. Cryptography and network security, Atil Khate, TMH.
2. PC and LAN Security by Stephen Cobb.
3. Enterprise Disaster Recovery Planning by Miora.
4. Computer Security for dummies.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT-406: E-COMMERCE AND CYBER LAW

Programme Education Objectives

PEO1	Understand the nature and basic concepts of E-COMMERCE AND CYBER LAW Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study

PEO4	Apply the Basic Concepts learned to execute them
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Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of E-COMMERCE AND CYBER LAW
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: E-commerce overview: Introduction, models of e-commerce, e-commerce status in India.

Unit-II: Technology for e-commerce: Electronic data interchange, internet protocols, security, internet security protocol, challenge in e-commerce.

Unit-III: Cyber crime: Building e-commerce infrastructure, Cyber crime in India and abroad, payment process fraud.

Unit-IV: Cyber Law: E-commerce legal frame work, UNCITRAL model law, taxing issue

Unit-V: IT act 2000, TRAI, Indian Telegraph Act 1885, the Reserve Bank Act, 1934.

Suggested Readings

1. Enterprise Electronics and Mobile Commerce, VK Jain, Cyber Tech publications.
2. Cyber laws, K Kumar, dominant Publisher and Distributor.
3. Understanding Electronics Commerce, David Kosiur, Microsoft press.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PRODUCTION AND OPERATIONS

⦿CP – 401-ENTERPRENUERSHIP DEVELOPMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of ENTERPRENUERSHIP DEVELOPMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of ENTERPRENUERSHIP DEVELOPMENT
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CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

Unit I Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. The entrepreneurial mind-set. Common myths to becoming an entrepreneur and how to overcome them. Corporate entrepreneurship. Concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur. Family Business, Women entrepreneurship, social and rural entrepreneurship.

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EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

Unit III From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, challenges of new venture start-up, Venture capital, Angel investing, Crowdfunding

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CP-402-PROJECT MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PROJECT MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PROJECT MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I Introduction of Project: Definitions & Characteristics of Project, Types of Projects, Project Life Cycle. Concepts of Deliverables, Scope of Work and Milestones. Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management: Characteristics of a Project Team & Project Leader, Project Organization, and Importance of Project Management. Case Studies **Unit II** Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management: Concepts and Types of Project Risks, Risk Identification, Risks Analysis, Risks Mitigation Strategies. Case Studies

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3. Project Management : Mr Sanjiv Marwah- (Wiley Dreamtech)
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CP-403-(A)-DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 08 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

(B)- IMMERSION PROGRAMME IN SOCIAL ENTERPRISE

PO-404: PURCHASING AND MATERIALS MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PURCHASING AND MATERIALS MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PURCHASING AND MATERIALS MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course contents

Unit-I: Role of purchasing and materials management – objectives, organisations and interrelationships, determination and description of material quality, material planning in push and pull system, MRP and JIT.

Unit-II: Determination and description of material quality – receiving and incoming quality inspection, acceptance sampling plans, vendor-process capability; cost-reduction techniques – standardization, simplification and variety reduction; value analysis and engineering.

Unit-III: Make or buy decisions, purchasing research, sources of supply, price determination and negotiation vendor rating, selection and development, legal aspects of purchasing, public purchasing and tendering; international purchasing – procedures and documentation.

Unit-IV: Purchasing of capital equipment – appraisal methods, evaluating suppliers' efficiency, stores layout, classification and codification; material logistics – warehousing management, material handling, traffic and transportation, disposal of scrap, surplus and obsolete materials.

Unit-V: Inventory control of spare parts, material information system.

Suggested Readings:

1. Ansari A and Modarress B. JIT Purchasing, New York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management, London, Pitman, 1994.
3. Burt, David N. Proactive Procurement, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D.W. etc. Purchasing and Materials Management, New York, McGraw Hill, 1990.
5. Dutta, A.K. Integrated materials Management, New Delhi, PHI, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO-405: TOTAL QUALITY MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of TOTAL QUALITY MANAGEMENT Relating to
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	the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of TOTAL QUALITY MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Basic concept of total quality (TQ); evolution of total quality management; components of TQ loop; conceptual approach to S.Q.C. acceptance sampling and inspection plans.

Unit-II: statistical process control; process capability studies; humanistic aspects of TQM; management of Q.C. and Z.D. programmes; quality improvement teams; Q-7 tools.

Unit-III: Quality costs, Taguchi loss function; functional linkage of quality with reliability and maintainability. **Unit-IV:** Failure analysis; (ETA/FMEA) and optimum maintenance decisions; total productive maintenance(TPM).

Unit-V: Quality audits; lead assessment and ISO – 9000 standards; marketing aspects to T.Q.; total quality of services; total quality and safety; six sigma.

Suggested Readings

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leaveworth, Richards, Statistical Quality control, McGraw Hill, New York, 1991.
3. Ireson W.G. and Coombas, CP. Handbook of Reliability engineering & management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. And Matar, Joseph E. Designing for Quality, London, chapman & Hill, 1990.
5. Pike, John and Barnes, Richard, TQM in Action, London, chapman & Hill, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO-406: LOGISTICS MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of LOGISTICS MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
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PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of LOGISTICS MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Introduction to Logistics and its interface with production and marketing; measures of logistics: physical distribution and logistics.

Unit-II: Logistics system analysis and design; warehousing and distributing centres; locations.

Unit-III: Transportation systems: facilities and services; dispatch and routing decisions and models.

Unit-IV: Inventory management decisions; logistics audit and control; packaging and materials handling.

Unit-V: International logistics management; logistics future directions.

Suggested Readings

1. Bhallau, Renald H. Business Logistis Management, Englewood Cliffs, New York, Prentice Hall Inc.,1992.
2. Beal K, A management Guide to Logistics Engineering, USA Institute of Production Engineering, 1990
3. Benjamin S.B. Logistics Engineering and Management, Englewood Cliffs, New York, Prentice Hall Inc., 1996
4. Bowersox, DJ and Closs, D.H. Logistics Management, A System Integration of Physical Distribution, New York, McMillan, 1986
5. Chirstopher, M. Logistics and Supply Chain Management: Strategies and Reducing Costs and Improving Services, London, Pitsman, 1992

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

INSURANCE AND RISK MANAGEMENT

CP – 401-ENTERPRENUERSHIP DEVELOPMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of ENTERPRENUERSHIP DEVELOPMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of ENTERPRENUERSHIP DEVELOPMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Content:

Unit I Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. The entrepreneurial mind-set. Common myths to becoming an entrepreneur and how to overcome them. Corporate entrepreneurship. Concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur. Family Business, Women entrepreneurship, social and rural entrepreneurship.

Unit II Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

Unit III From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, challenges of new venture start-up, Venture capital, Angel investing, Crowdfunding

Unit IV Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility.

Unit V Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

Suggested Readings

1. Roy :Entrepreneurship, OUP
2. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw

Hill

3. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.

4. Kumar, Arya; Entrepreneurship; Pearson Education.

5. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing

6. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.

7. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning. Skills

CP-402-PROJECT MANAGEMENT

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PROJECT MANAGEMENT Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PROJECT MANAGEMENT
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents:

Unit I Introduction of Project: Definitions & Characteristics of Project, Types of Projects, Project Life Cycle. Concepts of Deliverables, Scope of Work and Milestones. Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management: Characteristics of a Project Team & Project Leader, Project Organization, and Importance of Project Management. Case Studies

Unit II Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management: Concepts and Types of Project Risks, Risk Identification, Risks Analysis, Risks Mitigation Strategies. Case Studies

Unit III Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs. Project Financing and Budgeting: Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing. Social Cost Benefit Analysis (SCBA) of Project: Concept & significance of SCBA, Approaches to SCBA. Case Studies

Unit IV Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Gantt Chart, Work Breakdown Structure (WBS) & Responsibility Assignment Matrix. Project Network Design: Identifying the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Introduction to PERT and CPM, Crashing in Projects. Case Studies

Unit V Project Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart.

Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of

Terminations, Project Termination Process. Case Studies

Suggested Readings:

1. Project Management – Achieving Competitive Advantage: Jeffrey K. Pinto (Pearson)
2. Project Management- A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (John Wiley & Sons)
3. Project Management : Mr Sanjiv Marwah- (Wiley Dreamtech)
4. Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH)
5. Project Management Core Text Book : M R Gopalan (Wiley) 5. Quantitative Techniques in Management : N D Vohra (TMH)

CP-403-(A)-DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 08 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

(B)- IMMERSION PROGRAMME IN SOCIAL ENTERPRISE

IR-404: PRINCIPLE AND PRACTICE OF LIFE AND GENERAL INSURANCE

Programme Education Objectives

PEO1	Understand the nature and basic concepts of PRINCIPLE AND PRACTICE OF LIFE AND GENERAL INSURANCE Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of PRINCIPLE AND PRACTICE OF LIFE AND GENERAL INSURANCE
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Origin and development of the concept of life insurance, principles of life insurance, products of life insurance and services

Unit-II: Elements in the computation of Assurance premium, selection and classification of risk and the basic principles of utmost good faith

Unit-III: Plans of life insurance, application and acceptance, insurance forms

Unit-IV: Origin and development of General insurance concepts, Basic principles of general insurance, general insurance markets, type of general insurance

Unit-V: Underwriting and Rating practices, claims practice and procedures

Suggested Readings

1. Gupta P.K. "Fundamental of Insurance", Himalaya Publishing House, Mumbai
2. Black, Kenneth and Harold Skipper, "Life and Health Insurance", Pearson Education, New Delhi
3. Ganguly, Anand. "Insurance Management", New Age International, New Delhi
4. Mothhar, M., "Insurance Principles, Practices, Management and Salesmanship", Sarada Pustak Bhawan, Allahabad
5. IC-01, Principles of Insurance, Insurance Institute of India, Mumbai
6. IC-02, Practice of Life Insurance, Insurance Institute of India, Mumbai
7. IC-02, Practice of General Insurance, Insurance Institute of India, Mumbai

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR-405: FINANCE FOR INSURANCE

Programme Education Objectives

PEO1	Understand the nature and basic concepts of FINANCE FOR INSURANCE Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of FINANCE FOR INSURANCE
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Indian financial system-financial markets, instruments and regulatory authority. Scope and functions of finance; objective of financial management. Time value of money-calculation of present and future value of money.

Unit-II: The measurement of interest-The nominal rate of interest, simple interest, compound interest, term structure of interest rates. Elementary annuities-Annuity immediate, annuity due, annuity values on any date, perpetuities

Unit-III: General annuities-annuities payable less frequently than interest is payable, continuous annuities-unknown time and unknown rate of interest, elementary varying annuities, more general varying annuities, continuous varying interest

Unit-IV: Amortization, schedule and sinking funds, determination of outstanding principal, amortization schedules-sinking fund, different payment periods and interest conversion periods-yield rates-reinvestment

rates

Unit-V: Valuation of bonds and equity shares-types of securities, price of a pure bond-premium discount and par; convertible bonds and its valuation; callable basis and its valuation; determination of various types of yields; valuation of equity shares; Bonus issue and equity.

Suggested Readings

1. Pandey, I.M. Financial Management, 10th ed., Vikash Publishing House, New Delhi
2. Kelison, Stephen, G., (2009), The Theory of Interest (3rd ed.) McGraw Hill, New York
3. Parameter, Michael M., Theory of Interest and life Contingencies with Pension Application, Actex Publishers, Winsted, CT

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

◉IR-406: HEALTH AND PERSONAL ACCIDENT INSURANCE

Programme Education Objectives

PEO1	Understand the nature and basic concepts of HEALTH AND PERSONAL ACCIDENT INSURANCE Relating to the M.B.A. Degree in Management Sciences
PEO2	Analyse the relationships among different concepts
PEO3	Perform procedures as laid down in the areas of study
PEO4	Apply the Basic Concepts learned to execute them

Course Outcomes

CO-1	Remember and understand the basic concepts/Principles of HEALTH AND PERSONAL ACCIDENT INSURANCE
CO-2	Analyse the Various Concepts to understand them through case studies
CO-3	Apply the knowledge in understanding practical problems
CO-4	Execute/create the Project or field assignment as per the knowledge gained in the course

Course Contents

Unit-I: Economics of health care-health care environment-health insurance providers in India-different levels of medical care-insurance principles as applicable to medical insurance

Unit-II: Individual health insurance policy coverage-disability insurance-long term care plans-taxation aspects

Unit-III: Accident insurance and related overseas travel insurance, issues related to critical illness, domiciliary treatment, hospitalisation

Unit-IV: Health Insurance underwriting-health insurance underwriting factors-principles of health insurance rate making –premium rate variables-individual policy underwriting-group policy underwriting-health insurance reserves and other liabilities

Unit-V: Health insurance proposal forms-claim forms-claims documentation-different methods of claims settlement-third party administration-IRDA regulations on health insurance

Suggested Readings

1. Black, Jr, Kenneth and Harrold Skipper Jr. (2005), Life and Health Insurance, (13th ed.) Pearson Education, New Delhi
2. Rejda, George. E. (2008), Principles of Risk Management and Insurance, International Edition, 10th ed., Pearson Education, New Delhi
3. IC-11: Practice of General Insurance (2006), Insurance Institute of India, Mumbai

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.