# MASTER PROGRAMME IN BUSINESS ADMINISTRATION

(Effective from Session 2025-26)

**(Batch: 2025-2027)**


## SAMBALPUR UNIVERSITY

**JYOTI-VIHAR, BURLA, SAMBALPUR, ODISHA-768019**

# SAMBALPUR UNIVERSITY

**SEMESTER-WISE COURSE STRUCTURE FOR THE TWO YEARS P.G PROGRAMME IN UNIVERSITY P.G DEPARTMENT AND COLLEGES UNDER SAMBALPUR UNIVERSITY**

**TO BE EFFECTIVE FROM 2025-2026**
**BATCH: 2025-27**
**(Ref: letter No: 4873/Acd.-I Dated 21.08.2023)**

| **For (Science/ Humanities/Social Sciences/ Commerce)** | | | | |
|---|---|---|---|---|
| **Semester** | **Core Course Credit** | **Additional Course** | **Additional Course Credit** | **Total Credit** |
| First | 20 | **AECC I**: Environmental Studies and Disaster management | 2 | 22 |
| Second | 20 | Inter Dept. Course (IDC) or open elective | 3 | 23 |
| Third | 20 | **AECC II**: **Industrial Field Survey** | 2 | 22 |
| Fourth (including project of 4 credit) | 20 | MOOCs one paper | 3 | 23 |
| **TOTAL** | **80** | | **10** | **90** |
| | **Total credit for 2 years course = 90 Credits** | | | |
| | Furthermore, following non - credit course will be taken by the students | | | |
| 1. Yuva Sanskar | | 2. N.C.C/N.S. S/Sports/Performing Arts/Yoga (Of which one has to be opted) | | |

# Department of Business Administration
# Sambalpur University
# Jyoti Vihar, Burla, Odisha 768019

**TWO YEAR FULL TIME MBA**

**COURSE DETAILS**

**Semester I**

**CORE COURSE**

1. CP-101-Principles and Practices of Management - 4 Credit Point
2. CP-102-Business Statistics and Analysis - 4 Credit Point
3. CP-103-Managerial Economics - 4 Credit Point 4. CP-104-Business Environment - 4 Credit Point 5. CP-105-Organisational Behaviour - 4 Credit Point 6. CP-106-Human Values and Professional Ethics - 4 Credit Point 7. CP-107-Financial Accounting for Managers - 4 Credit Point
8. CP-108- Computer Application in Management 4 Credit Point
9. CP-109- Business Communication Non- Credit

**Semester II**

**CORE COURSE**

1. CP-201-Legal Aspects of Business - 4 Credit Point 2. CP-202-Quantitative Techniques for Managers - 4 Credit Point 3. CP-203-Human Resource Management - 4 Credit Point 4. CP-204-Corporate Financial Management - 4 Credit Point 5. CP-205-Marketing Management - 4 Credit Point
6. CP-206-Operations Management 4 Credit Point 7. CP-207- Business Research Methods 4 Credit Point
8. CP-208- Entrepreneurship Development 4 Credit Point
9. CP-209 Personality Development -I Non- Credit

**Semester III**

**CORE COURSE**:

1. CP-301- Strategic Management 4 Credit Point 2. CP-302- International Business 4 Credit Point
3. CP-303-Summer Project and Viva 4 Credit Point
4. CP-310- Personality Development-II Non- Credit

**SPECIALIZATION (MAJOR)**

5. Elective 1 4 Credit Point
6. Elective 2 4 Credit Point 7. Elective 3 4 Credit Point

8. Elective 4 4 Credit Point
9. Elective 5 4 Credit Point
10. Elective 6 4 Credit Point

## ELECTIVES FOR MAJOR SPECIALIZATION

### Finance (Major Specialization)

1. F-304-Security Analysis and Portfolio Management - 4 Credit Point 2. F-305-International Financial Management - 4 Credit Point 3. F-306-International Accounting - 4 Credit Point 4. F-307-Financial Derivatives - 4 Credit Point
5. F-308-Project Planning Analysis & Management - 4 Credit Point
6. F-309-Corporate Restructuring - 4 Credit Point

### Marketing (Major Specialization)

1. M-304-Consumer Behavior - 4 Credit Point 2. M-305-Advertising Management - 4 Credit Point
3. M-306-Product and Brand Management - 4 Credit Point 4. M-307-International Marketing - 4 Credit Point
5. M-308-Sales & Distribution Management - 4 Credit Point
6. M.309-Planning & Managing Retail Business - 4 Credit Point

### Human Resource (Major Specialization)

1. HR-304-Management of Industrial Relations - 4 Credit Point
2. HR-305-Performance and Reward Management - 4 Credit Point
3. HR-306-Legal Framework Governing Human Relations - 4 Credit Point
4. HR-307-Management Training & Development - 4 Credit Point
5. HR-308-Human Resource Development-Strategies & Systems - 4 Credit Point
6. HR-309-Human Resource Planning & Development - 4 Credit Point

### Information Technology (Major Specialization)

1. IT-304-Database Management System - 4 Credit Point
2. IT-305-Data Communication - 4 Credit Point
3. IT-306-Software Engineering - 4 Credit Point
4. IT-307-System Analysis and Design - 4 Credit Point
5. IT-308-Information Security - 4 Credit Point
6. IT-309-E-Commerce and Cyber Law - 4CreditPoint

### Production & Operations (Major Specialization)

1. PO-304-Purchaing & Materials Management: 4 Credit Point
2. PO-305-Total Quality Management: 4 Credit Point
3. PO-306-Production Planning &Control: 4 Credit Point
4. PO-307-Applied Operations Research: 4 Credit Point
5. PO-308-Supply Chain Management: 4 Credit Point
6. PO-309-Analytics : 4 Credit Point

### Insurance & Risk Management (Major Specialization)

1. IRM-304-Principles & Practices of Life & General Insurance: 4 Credit Point
2. IRM-305-Finance for Insurance: 4. Credit Point
3. IRM-306-Health and Personal Accident Insurance: 4 Credit Point
4. IRM-307-Data Mining Technique: 4 Credit Point

5. IRM-308-Actuarial Mathematics: 4 Credit Point
6. IRM-309-Risk Management & Life Insurance Underwriting: 4 Credit Point

**Semester IV**

1. CP-401-Project Management 4 Credit Point
2. CP-402-Dissertation Report & Viva voce 8Credit Point

**SPECIALIZATION (MAJOR)**

5. Elective 1 4 Credit Point
6. Elective 2 4 Credit Point
7. Elective 3 4 Credit Point
8. Elective 4 4 Credit Point
9. Elective 5 4 Credit Point
10. Elective 6

**ELECTIVE FOR MAJOR SPECIALIZATION**

**Finance (Major Specialization)**

1. F-403-Security Analysis and Portfolio Management - 4 Credit Point
2. F-404-International Financial Management - 4 Credit Point
3. F-405-International Accounting - 4 Credit Point
4. F-406-Financial Derivatives - 4 Credit Point
5. F-407-Project Planning Analysis & Management - 4 Credit Point
6. F-408-Corporate Restructuring - 4 Credit Point

**Marketing (Major Specialization)**

1. M-403-Consumer Behavior - 4 Credit Point
2. M-404-Advertising Management - 4 Credit Point
3. M-405-Product and Brand Management - 4 Credit Point
4. M-406-International Marketing - 4 Credit Point
5. M-407-Sales & Distribution Management - 4 Credit Point
6. M.408-Planning & Managing Retail Business - 4 Credit Point

**Human Resource (Major Specialization)**

1. HR-403-Management of Industrial Relations - 4 Credit Point
2. HR-404-Performance and Reward Management - 4 Credit Point
3. HR-405-Legal Framework Governing Human Relations - 4 Credit Point
4. HR-406-Management Training & Development - 4 Credit Point
5. HR-407-Human Resource Development-Strategies & Systems - 4 Credit Point
6. HR-408-Human Resource Planning & Development - 4 Credit Point

**Information Technology (Major Specialization)**

1. IT-403-Database Management System - 4 Credit Point
2. IT-404-Data Communication - 4 Credit Point
3. IT-405-Software Engineering - 4 Credit Point
4. IT-406-System Analysis and Design - 4 Credit Point
5. IT-407-Information Security - 4 Credit Point
6. IT-408-E-Commerce and Cyber Law - 4CreditPoint

**Production & Operations (Major Specialization)**

1. PO-403-Purchaing & Materials Management: 4 Credit Point

2. PO-404-Total Quality Management: 4 Credit Point
3. PO-405-Production Planning &Control: 4 Credit Point
4. PO-406-Applied Operations Research: 4 Credit Point
5. PO-407-Supply Chain Management: 4 Credit Point
6. PO-408-Analytics : 4 Credit Point

**Insurance & Risk Management (Major Specialization)**

1. IRM-403-Principles & Practices of Life & General Insurance: 4 Credit Point
2. IRM-404-Finance for Insurance: 4. Credit Point
3. IRM-405-Health and Personal Accident Insurance: 4 Credit Point
4. IRM-406-Data Mining Technique: 4 Credit Point
5. IRM-407-Actuarial Mathematics: 4 Credit Point
6. IRM-408-Risk Management & Life Insurance Underwriting: 4 Credit Point

**The weight-age distribution for evaluation shall be as follows:**

**A. Paper without Practical**

| | Mid Term Test-1 | Mid Term Test-2 | End Term Test | Total |
|---|---|---|---|---|
| Subject without Practical | 10 | 10 | 80 | 100 |

**B. Dissertation/Project**

| Identification of Problem | Literature Review | Methodology | Finding and Analysis | Project Report or Thesis | Viva voce | Total |
|---|---|---|---|---|---|---|
| 10 | 10 | 10 | 40 | 10 | 20 | 100 |

**GUIDELINE FOR CONDUCT OF EXAMINATION AND QUESTION PATTERN**

I. The end semester examination will be of three hours irrespective of marks.
II. For subject without having practical full marks are 100 per paper out of which 20 marks allotted for Mid-Semester Examination (Internal) and 80 marks for end Semester Examination.

The question papers shall be divided into two parts such as Group-A & Group-B.

I. Group-A will carry 10 short questions (two short questions from each units0 of two marks each.
II. Group-B shall have 5 long type questions of twelve marks each and there shall be one question from each unit with one alternative.

# DETAILED SYLLABUS (M.B.A.)
# (SEMESTER – I)

**CP-101: PRINCIPLES AND PRACTICES OF MANAGEMENT**

**Course Objectives:**

1. The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
2. Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems
3. Study and understand management concepts and styles in Global context.
4. Familiarizing the students with the contemporary issues in management.

**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: meaning, types, process & techniques, making decision effective.

**UNIT-III**

Organizing function of management-Meaning of organization, types of organization, Organization structure, Span of management, Line and staff relationship, Depart mentation, Delegation of authority, Centralization and decentralization of authority.

**UNIT- IV**

Staffing: Meaning & importance of staffing, staffing process; Recruitment & selection; Training &development: Basic concept & importance of training, training methods, need for managerial development, effective management of development programs.

**UNIT- V**

Directing & Controlling- Meaning, Principle of directing, Essence of coordination; Evaluation &Control: Basic concept, need for controlling, process of evaluation & controlling, controlling methods, control techniques, designing controlling system, Management by exception.

**Course Outcomes:**

1. Developing understanding of managerial practices and their perspectives.
2. Applying planning and managerial decision-making skills.
3. Comprehend and practice Indian Ethos and Value Systems.
4. Applying value-based management and ethical practices.

**Reference Books:**


1. Koontz Harold &Weihrich 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. Weihrich 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, Sultan 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**

**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**: Theory of Estimation, Statistical inference, testing of hypothesis, significance test in attributes and variables, test of significance of a single mean, two mean, two standard deviation, t test, pair t test, z test.

**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.

**Suggested Readings**

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

**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 – Statistical 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

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 ECONIMICS**

**Course Objectives:**

1. Understand the relative importance of Managerial Economics
2. Know how the application of the principles of managerial economics can aid in achievement of business objectives
3. Understand the modern managerial decision rules and optimization techniques.
4. Be equipped with the tools necessary in analysis of consumer behaviour as well as in forecasting product demand
5. Understand and be able to apply latest pricing strategies
6. Understand and analyze the macro environment affecting the business decision making. **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.

**UNITIII**: 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.

**Course Outcomes:**

10. To understand fundamental economic concepts, including micro, macro, and managerial economics, and their application in business decisions;
11. To analyze demand and supply theories, elasticity, and demand forecasting methods;
12. To comprehend production functions, laws of production, and cost-revenue relationships
13. To evaluate different market structures and national income concepts, including the effects of fiscal and monetary policies on inflation and investment.

**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.


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-104: BUSINESS ENVIRONMENT**

**Course Objectives:**

1. The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students.
2. To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business.
3. To provide knowledge about the Indian and international business environment. **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 **Course Outcomes:**

1. Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.
2. Analyze the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.
3. Analyze the desirability of technological advancement in the current set-up and how to gain technological advancement with least cost.

**Text Books**

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

1. V. Neelamegam – Business Environment (Vrinda Publication, 2nd Edition)
2. Shaikh&Saleem - Business Environment (Pearson, 2nd Edition)
3. International Business Environment—Ian Brooks, Jamie Weatherstom and Grahm 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: ORGANISATIONAL BEHAVIOUR

**Course Objective**

1. Toenhance theunderstandingofthedynamicsofinteractionsbetweenindividualandtheorganization.
2. TofacilitateaclearperspectivetodiagnoseandeffectivelyhandlehumanbehaviorissuesinOrganiza tions.
3. Todevelopgreaterinsightintotheirownbehaviorininterpersonalandgroup,team,situations.

**Course Contents**

**UNIT I:**Introduction to OB:The meaning of OB, why study organizational behaviour,

Fundament also individual behaviour. Determinants of Personality, types of personality, Personal effectiveness. Attitudes: Meaning, Types, Components, Theory of attitude formation and attitude change.

**UNITII:**FoundationofGroupBehaviour:Group:Meaning,types,groupdynamics,groupcohesivene ss,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–

LeadershipSituationalModel,TeamBuilding,TuckmanModelofTeamDevelopment.

**UNIT V:**Organizational Change: Meaning of organizational change, approaches to managing organizational change, creating a culture for change, implementing the change, KurtLewin

Model of change.

**Course Outcome:**

1. To evaluate there ciprocalrelationshipbetweentheorganizationalcharacteristicsandmanagerialbehavior.
2. Developpracticalinsightsandproblem-solvingcapabilitiesforeffectivelymanagingthe Organizationalprocesses
3. Analyzing the behavior of individuals and groups in organizations.

**Suggested Readings**


1. Fred Luthans, —OrganizationalBehaviour,12th Edition, McGraw Hill International Edition
2. StephenP.Robbins—OrganizationalBehaviour,12thEdition,PrenticeHall
3. AswathappaK, —OrganizationalBehaviour(Text,CasesandGames), HimalayaPublication
4. UdaiPareek, —OrganizationalBehavior,OxfordUniversityPress


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

**Course Objective**

1. The course aims to instill a strong value system in students, preparing them to become ethical and responsible future managers.
2. It encourages students to embrace Indian ethos, human values, and professional ethics, fostering ethical principles that benefit individuals, organizations, and society.
3. The course is designed to raise students' ethical awareness by sensitizing them to ethical problems and issues in various real-world situations.
4. It seeks to develop well-rounded, adaptable, and effective managers who can thrive in today‘s liberalized and democratic environment and make sound 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 organizations – 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.

**Course Outcome:**

1. Students will be able to understand the significance of human values and their role in shaping personal and professional behavior.
2. Students will learn to apply ethical principles in decision-making processes, both at the individual and organizational levels.
3. Students will develop the ability to identify and address ethical dilemmas in various professional situations, using a value-based approach.
4. Students will gain an awareness of their social responsibility as professionals and the impact of ethical behavior on the organization and society.

**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. Griffith,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

**Course Objectives:**

1. The course introduces the basic theory, concepts, and practices of financial accounting.
2. It enables students to understand the information presented in the published financial statements of companies and other organizations.
3. The course includes the preparation of accounting statements.
4. It emphasizes the uses and limitations of accounting statements.

**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 Deprecation (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 Outcome:**

1. Understand and apply accounting concepts, principles and conventionsfor their routine monetary transaction;
2. Create and prepare financial statements in accordance with Generally Accepted Accounting Principles
3. Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.

**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. P.C 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. DhaneshkKhatri- 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

**Course Objectives:**

1. To provide an orientation about the increasing role of management information system in managerial decision making to gain Competitive edge in all aspects of Business.
2. To understand various MIS operating in functional areas of an organization.
3. To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

**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, Decision Support System: Introduction, Architecture, Components, Limitation, Development and Case Discussion.

**Unit – II:** 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 – III:** Data communication and computer network: Basic elements of communication, Data transmission, media, Digital Transmission, communication Protocol, Switching Network, Topology, Internet basic and application

**Unit – IV:** Introduction to Emerging trends technology, ERP, E-governance, 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.

**Course Outcome:**

1. Develop and implement Information Systems for Business Applications.
2. Learn to increase efficiency of various management processes by using IT enabled technology.
3. Analyze various security and ethics related issues pertaining to the increasing use of Information Technology.

**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.

**CP-109: BUSINESS COMMUNICATION**

**Course Objectives:**

1. To understand business communication strategies and principles for effective communication in domestic and international business situations.
2. To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.
3. To develop the ability to research and write a documented paper and/or to give an oral presentation.
4. To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.
5. To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

**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. Hands on experience:MS Excel, MS Word, MS PowerPoint, MS Access.

**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.

**Course Outcome**

1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
2. Analyze ethical, legal, cultural, and global issues affecting business Communication.
3. Developing effective verbal and non-verbal communication skills.

**Suggested Readings:**


1. 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.

# DETAILED SYLLABUS (M.B.A.)
# (SEMESTER – II)

### LEGAL ASPECTS OF BUSINESS

**Objectives:**

To provide basic understanding of law of contract, Law of agency, Bailment & Pledge

2. To provide basic requirements of Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business
3. To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
4. To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business.
5. To appraise the students on the leading practical application-oriented case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions. **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 privities 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 dishonor 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, In formation commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

**Course Outcome:**

1. Acquire a sound understanding of the legal aspects of the laws affecting businesses
2. Apply basic legal knowledge to business transactions.
3. Communicate effectively using standard business and legal terminology

**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.

## QUANTITATIVE TECHNIQUES IN MANAGEMENT

**Objectives:**

1. The course aims to help students make better decisions in complex scenarios by applying advanced analytical methods.
2. It integrates theories, results, and theorems from mathematics, statistics, and probability.

3. The course combines these mathematical foundations with its own theories and algorithms for effective problem solving.

**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/I 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.

**Course Outcome:**

1. Understand the basic operations research concepts and terminology involved in optimization techniques
2. Understand how to interpret and solve business-related problems and
3. Apply certain mathematical techniques in getting the best possible solution to a problem involving limited resources **Text Book:**
    1. R. Panneerselvam - Operations Research (PHI, 2nd Edition)
    2. Sharma J K - Operations Research (Pearson, 3rd Edition **Suggested Readings:**

1. Apte-Operation Research and Quantitative Techniques (Excel Books)
2. S Kalawathy-Operation Research (Vikas 4$^{th}$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, 3$^{rd}$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.

**HUMAN RESOURCE MANAGEMENT**

**Objectives:**

In this course, students will learn the basic concepts and frameworks of Human Resource Management (HRM).

2. Students will understand the role HRM plays in effective business administration.

3. The course provides insight into how Human Resources can be used as a tool to implement business strategies.

**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 appraisals, 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.

**Course Outcome:**

1. Students will understand the nature, scope, and functions of HRM, including distinctions between HRM, HRD, and Strategic HRM.
2. Students will apply HR planning techniques and evaluate the recruitment and selection processes, including recent trends in hiring.
3. Students will evaluate various training methods, career development processes, and performance appraisal systems, including job evaluation methods.
4. Students will manage compensation strategies and understand employee relations, along with applying international HRM principles and ensuring workplace safety and ethics.

**Suggested Readings:**


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 BijuVarkkeyHuman 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.

## CORPORATE FINANCIAL MANAGEMENT

**Objectives:**

1. To introduce students to the fundamental concepts of finance, including the scope of finance, financial decisions, and the role of the finance manager in a corporate setting.

2. To equip students with the knowledge to make informed investment decisions, including understanding opportunity costs, capital budgeting, and using tools like NPV, IRR, and Excel for project analysis.
3. To develop an understanding of financial decision-making, including capital structure theories, leverage analysis, and their implications on business performance.
4. To provide an overview of dividend policies, financial institutions, and the Indian financial system, including primary and secondary markets, venture capital, and derivatives.

**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.

**Course Outcome:**

1. Understand the different basic concept / fundamentals of Corporate Finance
2. Understand the practical application of time value of money and evaluating long term investment decisions
3. Developing analytical skills to select the best source of capital, its structure on the basis of cost of capital **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.

**MARKETING MANAGEMENT**

**Objectives:**

To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

2. To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
3. To develop understanding on Consumer and business buying behavior
4. Develop skill to understand Segmentation, Targeting and Positioning and develop strategy

**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.

**Course Outcome:**

1. Remember and comprehend basic marketing concepts.
2. Understand marketing insights on application of basic marketing concepts.
3. Able to apply and develop marketing strategies and plans.

**Suggested Readings**

1. Enis, B.M. Marketing Classics: A selection of Influential Articles, New York, McGraw Hill, 1991.
2. Kotler, Philip and Amstrong, 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**

**Course Objectives:**

1. To understand the role of Operations in overall Business Strategy of the firm.
2. To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
3. To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.
4. To understand the trends and challenges of Operations Management in the current business environment.
5. To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

**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 numerical 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 smoothening 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.

**Course Outcome:**

1. Understand the role of Operations in overall Business Strategy of the firm
2. Application of OM policies and techniques to the service sector as well as manufacturing firms.
3. Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives

**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. 4.Bisen& Singh - Operation & Logistics Management (Excel Books)
5. 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. Adam Jr. Everett 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.

**CP-207: BUSINESS RESEARCH METHODS**

**Course Objectives:**

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research techniques.
3. Understand the importance of scaling & measurement techniques and sampling techniques
4. Understand the importance of coding, editing, tabulation and analysis in doing research.
5. Understanding and applying the concept of statistical analysis which includes various parametric test and non-parametric test and ANOVA technique and understand technique of report writing.

**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.

**Course Outcome:**

1. Knowledge of concept / fundamentals for different types of research.
2. Applying relevant research techniques.

3. Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques
4. Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.

**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.
5. Business Research Methods by Alan Bryman& Emma Bell, Oxford University Press, 2ndEdition.
6. Business Research Methods by T N Srivastava&ShailajaRao, TMH Publication, 2ndEdition.

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-208: ENTREPRENEURSHIP DEVELOPMENT

**Course Objective:**

1. The purpose of this course is to expose the student to the basic concepts of entrepreneurship and Commonmythstobecominganentrepreneur.
2. Studentswillbeexposedtothefunctionsofentrepreneurs, and problems faced by the min the real world.
3. To impart understanding of Entrepreneurial Finance, Assistance and role of entrepreneurial development agencies
4. To provide insights to students in converting an idea to an opportunity and develop understanding of various funding sources for a startup.
5. Familiarizing the students on Developing a Business Plan and to provide basic understanding of Launching a New Venture **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 entrepreneurship, 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. Over view 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, Crowd funding

**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.

**Course Outcome:**

1. Developing understanding of basic concepts of entrepreneurship.
2. Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies
3. Develop understanding of converting an idea to an opportunity and develop understanding of various funding sources
4. Comprehend and develop skills to Develop a Business Planand Launching a New Venture

**Suggested Readings**


1. Roy:Entrepreneurship,OUP
2. Robert Hisrich, Michael Peters, Dean Shepherd; Entrepreneurship10th Ed(IndianEdition)2016,McGrawHill
3. Khanka, S.S.; Entrepreneurial Development;S.ChandandCo.
4. Kumar, Arya; Entrepreneurship;PearsonEducation.
5. Desai,Vasant;DynamicsofEntrepreneurialDevelopmentandManagement;HimalayaPublishing
6. Blundel,R.andLockett,N.;ExploringEntrepreneurshipPracticesandPerspectives;OxfordPublications.
7. Dollinger,M.J.;Entrepreneurship:NewVentureCreation;PHILearning.Skills

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-209: PERSONALITY DEVELOPMENT- I**

**Course Objectives:**

1. To develop effective communication, interpersonal, and leadership skills.
2. To foster confidence, adaptability, and critical thinking required for corporate environments.
3. To build a foundation for ethical decision-making and self-regulation.
4. To promote stress management techniques and positive work habits for professional success.
5. To equip students with skills to enhance their emotional intelligence.

**Unit 1: Communication Skills and Presentation skills:**

Verbal and non-verbal communication, Active listening and feedback mechanisms, Effective

Written Communication: Email etiquette, writing clear and concise messages. Presentation Skills: Designing visually appealing slides, delivering impactful presentations. Storytelling: Using narratives to convey messages and ideas effectively. Publicspeaking, and poster presentations. **Activities**: Role plays, group discussions, mock interviews, presentations and public speaking exercises

**Unit 2: Data Analysis Skills**

Basics of data analysis using Statistical Package for Social Sciences (SPSS); Data entry, Coding, data presentation, descriptive statistics, correlation, regression analysis.

**Activities**: Practice sessions in computer lab

**Unit 3: Interpersonal Skills and Teamwork**

Building relationships and rapport in professional settings, Collaboration and teamwork: Group dynamics, conflict resolution, and negotiation, Cross-cultural communication and managing diversity.

**Activities**: Group projects, team-building activities, and conflict resolution case studies.

**Unit 4: Professional Etiquette and Interview Skills**

Business Etiquette: Proper behaviour in a professional setting, dressing appropriately. Interview Skills: Preparing for interviews, resume writing, and showcasing soft skills to employers.
**Activities**: Role plays, case studies, and problem-solving exercises.

**Unit 5: Self-Regulation and Self-Confidence**

**Self-Regulation:** Time management and prioritization, Developing resilience and adaptability, Work-life balance and stress management techniques.

**Self-Confidence:** Overcoming self-doubt, positive self-talk, and body language; Techniques to handle stress and maintain emotional well-being.

**Activities**: Goal-setting exercises, stress management workshops, and mindfulness sessions.

**Course Outcomes:**

Upon completion of this course, students will be able to:

1. Understand and improve self-awareness and emotional intelligence.
2. Communicate more effectively in both individual and group settings.
3. Demonstrate enhanced leadership and teamwork capabilities.
4. Apply ethical decision-making processes and self-regulation in a business context.
5. Manage stress and improve work-life balance for better productivity.

# DETAILED SYLLABUS (M.B.A.)
# (SEMESTER – III)

## CORE COURSES

**CP–301-STRATEGIC MANAGEMENT**

**CourseObjectives:**

1. To provide understanding of the key concepts and principles of strategic management, thereby a set of analytical skills, and techniques for analyzing the organization & its environment can be experienced. 2. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.

3. To encourage students to think critically and strategically.

4. To develop the ability of students to identify strategic issues and to design appropriate courses of action.

**CourseContent:**

**UNIT I: Introduction**

Introduction: meaning nature, scope, and importance of strategy; and strategic management, Evolution of strategic management, 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**

Environmental Scanning : Factors considered, approaches, External environment analysis:
PESTEL Analysis, EFE matrix (External Factor Evaluation); Porter's Five Forces Model, Internal Appraisal – The internal environment, 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**

Strategy Formulation: Corporate strategy: Growth, Concentration, & retrenchment Strategies, Integration: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance, Business level strategy: Porters generic strategies, Core competencies, competitive advantages; Functional strategies; Digitalization Strategies

**UNIT IV: Strategy Analysis**

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

**UNIT V: Strategy Evaluation & Control**

Strategy Evaluation & Control : Nature, Importance, Process; Measuring performance, problems in measuring performance; Techniques of strategic evaluation; Controlling: Technique and types; Guidelines for proper control. Issues of evaluation and controlling for entrepreneurial ventures and small business.**Course Outcomes**:

1. Students can apply the concepts of the course in their future work-life as every level of organization are now responsible for identifying the strategic issues.
2. The students can make themselves industry ready as the strategic thinking is the most expected aspects of the interviewers/authorities for their organizations.
3. Students can make themselves ready for the unanticipated situation of the industries or for the industrial turbulence being equipped with analytical tools and techniques.

**SuggestedReadings**


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. 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

**CP-302: INTERNATIONAL BUSINESS**

**Course Objectives:**

1. To give the student an exposure to the dynamic environment of international business.
2. To understand the impact of environment on the International Business Operations of the firm
3. To explain the functions and form of the global monetary system
4. To explain the role of international organizations and Regional Trade **Course Contents:**

**UNIT I:** Introduction: Meaning, Nature and Scope of International Management, Driving and

Restraining Forces, Domestic to Transnational Business, and 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 **Course Outcomes**:

1. Understand the core concepts of International Management and Business Environment
2. Analyze and apply International Trade and Investment Theories
3. Examine global marketing and human resource management strategies
4. Understand and assess the role of international institutions and economic integration

**Suggested Readings**

1. Joshi, R M: International Business, OUP
2. Hill - International Business, McGraw-Hill2.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 PROJECT AND VIVA

At the end of second semester, all students will have to undergo summer training of 6 weeks durationwith an industrial, business or service organization by taking up a project study and would submit a project reportwellas the trainingdiaryafter thecompletionoftraining.

**CP-310: PERSONALITY DEVELOPMENT-II**

**Course Objectives:**

1. To enhance students' understanding of personal and professional success and failure, including strategies for overcoming challenges.
2. To foster creativity, innovation, and problem-solving abilities that can be applied in dynamic business environments.
3. To develop key employability skills, including professional etiquette and the ability to navigate workplace norms.
4. To cultivate a positive attitude and strong motivation, critical for long-term personal and professional success.
5. To build decision-making abilities and improve personal skills such as stress management, negotiation, and conflict resolution.

**Course Contents**

**Unit 1: Success and Failure – A Strategic Approach to Growth**

The concept of success and failure: What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure. SWOT analysis.

**Activities**: Case Study, Role Play, Personal SWOT Analysis Workshop

**Unit 2: Creativity, Innovation, and Problem Solving**

Fostering creativity and innovation in business; Problem-solving techniques: Root cause analysis, lateral thinking, and decision trees; Implementing creative solutions in teams and organizations; Managing resistance to change and driving innovation.

**Activities**: Brainstorming sessions, innovation games, and problem-solving challenges.

**Unit 3: Employability Quotient and Professional Etiquette**

The art of participating in Group Discussion; Acing the Personal (HR & Technical) Interviews; Frequently Asked Questions; Business and dining etiquette; Social media presence and online reputation management.

**Activities**: Psychometric Analysis, Mock Interview Sessions, and etiquette workshops. **Unit 4: Attitude & Motivation**

Attitude –Concept - Significance - Factors affecting attitudes - Positive attitude – Advantages – Negative attitude- Disadvantages - Ways to develop positive attitude - Differences between personalities having positive and negative attitude. Concept of motivation - Significance – Internal and external motives - Importance of self- motivation- Factors leading to de-motivation.

**Activities**: Motivation Board – Visualization Exercise, Motivation Mapping with Maslow's Hierarchy.

**Unit 5: Decision making and personal skills**

Decision-making skills -Leadership and qualities of a successful leader - Character-building -

Team-work; Work ethics – Good manners and etiquette. Personal skills- Stress Management,

Negotiation skills, Conflict Management, Anger Management

**Activities**: Leadership Role Play and Decision-Making Simulation, Teamwork Challenge.

**Course Outcomes:**

By the end of the course, students will be able to:

1. Understand the concepts of success and failure, identify hurdles, and apply strategic thinking to overcome obstacles.

2. Demonstrate enhanced creativity, innovation, and problem-solving capabilities, essential for leadership in business.
3. Apply professional etiquette and understand key factors that contribute to a strong employability quotient in the corporate world.
4. Cultivate a positive attitude and sustain motivation for continuous personal and professional growth.
5. Make sound decisions and effectively manage personal skills such as stress, conflict, and negotiation in both professional and personal settings.

# DETAILED SYLLABUS (M.B.A.)

# (SEMESTER – III)

# (FINANCE SPECIALISATION)

**F-304: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Course Objectives:**

1. Understand various investment avenues, risks, and the portfolio management process for informed decision-making.
2. Learn to evaluate securities using fundamental and technical analysis techniques.
3. Apply portfolio selection models like the Markowitz Model, CAPM, and Arbitrage Pricing Theory.
4. Understand methods for evaluating portfolio performance using Sharpe, Treynor, and Jensen measures.

**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 a single security and a 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/E ratio, bonus issue, and equity valuation.

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

**UNIT IV:**Portfolio selection through Markowitz Model, risky assets only out of owned funds, both risk and risk-free assets out of owned funds; risk assets only when LR = BR out of owned funds, 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, Treynor's measure, Jensen's measure, and diversification measure.

**Course Outcomes:**

1. Students will be able to identify and assess various investment opportunities along with the associated risks.
2. Students will analyze securities using both fundamental and technical analysis techniques.
3. Students will optimize and manage investment portfolios by applying different portfolio selection models.
4. Students will evaluate portfolio performance through the use of quantitative performance measures.

**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 McGraw Hill, New Delhi.
3. John Wiley, *Modern Portfolio Theory and Investment Analysis*, Singapore.
4. Geoffrey A. Hirt and Stanley B. Block, *Fundamentals of Investment Management*, Irwin, Homewood, Illinois.


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-305: INTERNATIONAL FINANCIAL MANAGEMENT**

**Course Objectives:**

1. Understand the key concepts and importance of international finance and financial systems.
2. Learn methods for determining and forecasting exchange rates using various theories.
3. Develop skills in managing currency risks using derivatives like futures, options, and swaps.
4. Analyze and manage foreign exchange exposures and multinational capital budgeting decisions.

**Course Contents:**

**UNIT I:**

Overview of International Financial Management: international finance - concepts and importance, international flow of funds - 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 them.

**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.

**Course Outcomes:**

1. Students will be able to determine and forecast exchange rates using International Parity theorems and International Fisher Open.
2. Students will understand how to forecast exchange rates based on the supply and demand of currencies.
3. Students will learn to manage currency risks using derivatives like currency options, futures, and swaps.
4. Students will be able to manage transaction and operating exposures by participating in forwards, futures, and options markets.

**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.

## F-306: INTERNATIONAL ACCOUNTING

**Course Objectives:**

1. Understand the concept, scope, and importance of international accounting and harmonization efforts.
2. Learn the methods for recording and translating foreign transactions.
3. Analyze the impact of inflation on international financial reporting and information systems.
4. Develop skills in foreign financial statement analysis, transfer pricing, and international taxation.

**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.

**Course Outcomes:**

1. Students will understand international accounting standards and the harmonization of global accounting practices.
2. Students will be able to record and translate international financial transactions using different methods.
3. Students will analyze inflation accounting and financial disclosures from a global perspective.
4. Students will evaluate foreign financial systems, transfer pricing techniques, and international taxation methods.

**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 D.S. and Mueller, Gerhard G. *International Accounting*, Englewood Cliffs, New Jersey, Prentice Hall Inc, 1984.
4. Evans, Thomas G. *International Accounting & Reporting*, London, MacMillan, 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-307: FINANCIAL DERIVATIVES

**Course Objectives:**

1. Understand the structure and functioning of exchange-traded and over-the-counter financial derivatives.
2. Learn pricing and valuation techniques for derivatives such as futures, forwards, options, and swaps.
3. Analyze and apply hedging strategies using stock futures, index futures, and options.
4. Understand the legal, regulatory, and operational aspects of derivatives in India.

**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 Contracts; Hedging with Futures Contracts, and the Relation between Futures Prices and Expected Future Spot Prices.

**UNIT III:**

Stock Index Options, Stock Options, and Options on Futures Contracts; Trading Strategies in Options; Option Pricing - The Black-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 Costs, Currency Swaps, and Valuation of Currency Swaps.

**UNIT V:**

Legal Aspects of Derivatives in India; Accounting and Tax Aspects of Derivatives; Operational Systems and Technology Issues in Derivatives; Regulatory Framework of Derivatives.

**Course Outcomes:**

1. Students will be able to understand and trade derivative instruments like options, futures, forwards, and swaps.
2. Students will accurately price and value derivative instruments using models like Black- Scholes and Binomial.
3. Students will manage risk by applying hedging techniques in futures and options markets.
4. Students will be able to assess the legal and regulatory framework governing derivatives in India.

**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 Wiley 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.

## F-308: PROJECT PLANNING, ANALYSIS AND MANAGEMENT

**Course Objectives:**

1. Understand the role of project management in economic development and capital investment.
2. Learn to conduct market, technical, and financial analysis for capital expenditure planning.
3. Analyze project risks and apply social cost-benefit analysis using the UNIDO and Little- Mirrlees approaches.
4. Gain knowledge of network techniques like PERT and CPM for managing multiple projects and their financing.

**Course Content:**

**UNIT I:**

Project and Economic Development, Project Management - An Overview, Capital Investment:

Importance & Difficulties; Generation and Screening of project ideas.

**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-Mirrlees 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.

**Course Outcomes:**

1. Students will understand the significance of capital investments and their impact on project management.
2. Students will be able to conduct thorough market, demand, and financial analyses for project evaluation.
3. Students will effectively assess project risks and apply appropriate cost-benefit analysis methods.
4. Students will manage project execution using PERT and CPM models and prepare project feasibility reports.

**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 Management*, 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.

**F-309: CORPORATE RESTRUCTURING**

**Course Objectives:**

1. Understand the concept, types, and significance of corporate restructuring.
2. Learn the processes and financial aspects of mergers and acquisitions.
3. Analyze mergers using techniques like DCF for cash flow, cost of capital, and value estimation.
4. Gain knowledge of the legal and regulatory frameworks governing mergers and acquisitions.

**Course Contents:**

**UNIT I:**
Corporate restructuring – introduction, types of corporate restructuring, importance of corporate restructuring, reasons for the success of corporate restructuring, reasons for the failure of corporate restructuring.

**UNIT II:**
Mergers and acquisitions, types of combinations, forms of merger, significance of mergers, analysis of mergers and acquisitions.

**UNIT III:**

Financial aspects of mergers and acquisitions, evaluation of mergers 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 buyouts, management buyouts, tender offer.

**UNIT V:**
Regulations of mergers and acquisitions, legal measures against takeovers, refusal to register the transfer of shares, protection of minority shareholders' interest, guidelines for takeovers, legal procedures, accounting principles for mergers and acquisitions.

**Course Outcomes:**

1. Students will grasp the various types and reasons for corporate restructuring success or failure.
2. Students will be able to evaluate and analyze mergers and acquisitions.
3. Students will apply financial evaluation techniques such as DCF to assess merger opportunities.
4. Students will understand the legal measures and regulations related to mergers, acquisitions, and shareholder protection.

**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.

# DETAILED SYLLABUS (M.B.A.)

# (SEMESTER – III)

# (MARKETING SPECIALISATION)

**M-304: CONSUMER BEHAVIOR**

**Objectives:** The basic objective of this course is to develop an understanding about the consumer decision-makingprocedureand itsapplicationin marketingoffirms.

**Expected Outcome:**The confidence level of the students will be heightened after going through all the fiveunits of the paper as the students shall have clarity in understanding the fast changing behaviour of

consumersandtheintricaciesoftheirdecisionmakingprocessinagivenmarketwithregardtotheirde greeofmotivation,levelofperception, typeofattitude, characteristicsofpersonality,changeof life styleetc.

**CourseContents: Unit-I:**Introductiontoconsumerbehaviour,consumerbehaviourandmarketingstrategy,consumerinvol vementand decisionmaking.

**Unit-II:**Informationsearchprocess;evaluationcriteriaanddecisionrules;consumermotivation.

**Unit-III:**InformationProcessingandconsumerperception;consumerattitudesandattitudechange,influe nceof personality and self-concept on buying behaviour; psychographics and lifestyle; reference group influence.

**Unit-IV:** Diffusionofinnovation andopinion leadership,family decision making.

**Unit-V:**Modelsofconsumerbehaviour,consumerbehaviouraudit;consumerbehaviourstudiesinIndia.

**SuggestedReadings:**


1. Assail,H.ConsumerBehaviourandMarketingAction,Ohio,SouthWestern,1995.
2. Engle,J.F.Etc.,ConsumerBehaviour,Chicago,DrydenPress,1993.
3. Howard,JohnA.Etc.,ConsumerBehaviourinMarketing,EnglewoodCliffs,NewJersey,Pr enticeHallInc.,1989.
4. Hawkins,Dl,etc.,ConsumerBehaviour:ImplicationsforMarketingStrategy,Texas,Business ,1995.
5. Mowen,JohnC.ConsumerBehaviour,NewYork,MacMillan,1993


Thelistofcasesandspecificreferencesincludingrecentarticleswillbeannouncedintheclassatth etimeoflaunchingofthecourse

**M-305: ADVERTISING MANAGEMENT**

**Course Objectives:**

1. The aim of the paper is to acquaint the students with concepts, techniques of advertising management.
2. To give an experience in the application of concepts for developing an effective advertising program.
3. To give an understanding of inter-disciplinary and cross-functional aspects of advertisement management with other areas of management education. **Course Contents:**

**Unit – I:** Role of advertisement in the marketing process; Economic, ethical, legal and other social implications of advertising; Basic concept of Integrated Marketing Communication (IMC) **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 program- Creative strategy, message, Copy: headlines, punch- line, logo, illustration; layout; appeal; campaign planning; Media planning; budgeting.

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

**Unit – V:** Advertising campaign – advertising Vs consumer behavior; sales promotion; advertising – retail, national, cooperative, political, international, public service advertising; emerging elements of promotion-mix.

**Course Outcome**

1. Students can apply the concepts of the course in their future organizations as promotion of service and goods and employees are essential in organizational development.
2. The students can promote themselves in the job market by the understanding of this course.
3. Students can make cross-functional research works in future as the advertisement / promotional programs require a multidimensional knowledge.

**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-306: PRODUCT AND BRAND MANAGEMENT

**Course Objectives:**

1. To impart understanding of marketing skills among students to identify a product in its life cycle and formulating tactical strategies in a competitive marketing environment.
2. To understand the role brands, play in contemporary businesses and acquire a place in the centre stage of marketing and they are often labeled as ‗the' asset of value creation.
3. To provide an understanding of how brands are created and managed over time.

**Course Contents:**

**Unit I:** Product Management: Emerging Indian market and relevance of product management,

Concept of product management, Role of product manager, Product oriented organization,

Product classification, Marketing of FMCG/FMCD product, Product mix and line decision, Product market strategy in competitive environment, new product development and design, Identifying PLC stages and designing suitable marketing strategy.

**Unit II:**Brand and marketing success: corporate and country perspective; brand outcomes: customer and company; Anatomy of brand, brand meaning; Brand types and consumer value spaces- functional, emotional, experiential brands Creating a brand- brand visioning; Brand identity and image, Brand positioning strategies,

**Unit III:** Growth strategies and options; Leveraging internal assets; line extension strategy; Brand equity- Keller and Aaker Framework; Brand and customer response; External leveraging – locating external assets; Brand stretch; brand extensions

**Unit IV:** Brand strategies- trade-off between efficiency and effectiveness; Brand architecture and portfolio; brand life cycle- challenges and strategies; Managing brand overtime

**Unit V:** Brand and consumer insights: consumer behavior analysis and insight mining; Branding in different industries- political, industrial, technology, service; Brand outcomes and value; valuation methods

**Course Outcomes:**

1. To build an appreciation of the role of product and branding in winning competitive battles.
2. Developing understanding of the key issues in creating and managing brands.
3. To develop a grasp of theoretical concepts and frameworks of branding.
4. To provide with skills and knowledge to develop and execute strategies in managing brands.

**Books:**


1. Product Management, D. R. Lehmann & R. S. Winer, 4th Edition, TATA McGraw-Hill
2. Brand Management Practices –Sashikumar -Himalaya
3. Product and Brand Management, UC Mathur, 2004, New Delhi: Excel Books
4. Product Management in India, Ramanuj Majumdar, 3rd Revised edition, PHIPublications
5. Product Management, S. A. Chunawalla, Himalaya Publishing House.
6. Strategic Brand Management, K. L. Keller, 2nd Edition, Pearson Publications.
7. Aaker, D. and Joachimsthaler E. (2000). Brand Leadership: The Next Level of the Brand Revolution. NY: The Free Press.
8. Kapferer JN (2008). The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term. London: Kogan Page.
9. Kevin Lane Keller (2012), Strategic Brand Management: Building, Measuring, and Managing Brand Equity. NJ: 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-307: INTERNATIONALMARKETING

**Course Objectives:**

1. To understand the fundamental concepts, scope, and distinctions of international marketing, and the role of Multinational Corporations (MNCs) in the global market.
2. To explore international trade theories, the basis for international trade, and the role of major international institutions like the World Bank, IMF, and WTO in economic development.
3. To analyze the constraints on international marketing, including trade distortions, tariff and non-tariff barriers, and India's position in world trade.
4. To develop strategic decision-making skills in international marketing, including the international marketing mix, product life cycle, promotion, pricing, and distribution strategies for entering foreign markets.

**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 &Behavior, 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 Behavior 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. **Course Outcomes**

1. Students will understand key concepts of international marketing and the role of MNCs.
2. Students will analyze international trade and the role of global institutions like the World Bank and WTO.
3. Students will identify marketing barriers and assess India's position in world trade.
4. Students will develop international marketing strategies, including market entry and marketing mix decisions.

**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, Prentice Hall 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: SALESANDDISTRIBUTIONMANAGEMENT**

**Course Objectives:**

1. To introduce students to the concepts of sales management, including setting personal selling objectives, recruiting, training, and developing sales personnel.
2. To equip students with the skills to design compensation plans, supervise and motivate sales personnel, and manage sales territories and quotas effectively.
3. To develop an understanding of the evaluation and cost analysis of sales programs and the management of sales force performance.

4. To familiarize students with the structure, functions, and management of marketing channels, including legal issues, logistics, and international marketing channels.

**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 programs. **Unit II:**Designing and administering compensation plans; supervision of salesmen; 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 programs; sales cost and cost analysis. **Unit IV:**An overview of marketing channels, their structure, functions, and relationships; channel intermediaries – wholesaling and retailing; logistics of distribution; channel planning; organizational 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.

**Course Outcomes:**

1. Students will understand the fundamental principles of sales management and be able to formulate personal selling objectives and recruit and train sales personnel.
2. Students will be able to design and administer compensation plans, supervise sales teams, and apply motivational strategies to enhance sales force performance.
3. Students will gain the ability to evaluate sales programs through cost analysis and manage sales force efficiency and effectiveness.
4. Students will demonstrate knowledge of marketing channels, including their structure, functions, and the legal issues surrounding channel management, and will be able to assess the performance of domestic and 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, R. H. and Stanton, W. J.: Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.
4. Dairymple, D. J.: Sales Management: Concepts and Cases, New York, John Wiley, 1989.
5. Johnson, E. M., et al.: 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

**M-309: PLANNINGANDMANAGINGRETAILBUSINESS**

**Course Objectives:**

1. To introduce students to the fundamental concepts and forces shaping the retailing system, including economic, social, technological, and competitive factors.
2. To analyze consumer purchase behavior and its cultural and social influences, while understanding the factors that impact retail store location, layout, and customer traffic patterns.

3. To develop an understanding of merchandise planning, including retail pricing, stock management, and promotional strategies to stay ahead of the competition.
4. To explore the role of supply chain management, technology, and various retail formats, including direct marketing, franchising, and emerging trends in the retail sector.

**Course Contents:**

**UNIT I:**

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

**UNIT II:**

Consumer purchase behavior – cultural and social group influence on consumer purchase behavior; retail store location – traffic flow and analysis – population and its mobility – exteriors and layout – customer traffic flows and patterns – 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 and other current and emerging formats – issues and options; retail equity, technology in retailing – retailing through the internet.

**Course Outcomes:**

1. Students will understand the core concepts of the retailing system and be able to analyze how various forces such as social, economic, and technological factors affect retail operations.
2. Students will be able to assess consumer behavior and apply knowledge of store location, layout, and display techniques to optimize customer experience and traffic flow.
3. Students will gain the ability to plan merchandise strategies, manage stock turnover, set retail pricing, and execute promotional activities effectively.
4. Students will demonstrate a comprehensive understanding of supply chain management, the role of technology in retail, and the application of innovative retail formats, including online retailing and direct marketing strategies.

**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. Spoone, 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

# DETAILED SYLLABUS (M.B.A.)

# (SEMESTER – III)

# (HUMAN RESOURCESPECIALISATION)

**HR-304: MANAGEMENT OF INDUSTRIAL RELATION**

**Course Objectives:**

1. To provide students with an understanding of the perspectives and socio-economic aspects of industrial relations and their impact on organizational efficiency and performance.
2. To familiarize students with the legal framework governing industrial relations, and the roles and dynamics of trade unions, management, and employees.
3. To equip students with the skills to manage discipline, grievance resolution, negotiation, and collective settlements within an industrial environment.
4. To explore concepts such as participative management, gain-sharing, and the impact of technological change on industrial relations and employee empowerment.

**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.

**Course Outcomes:**

1. Students will understand the perspectives of industrial relations and their connection to the socio-economic environment and the role of the state in industrial relations.
2. Students will be able to analyze the legal framework of industrial relations and understand the roles of trade unions, employees, and management.
3. Students will gain the ability to manage industrial discipline, handle grievance procedures, and effectively participate in negotiation and collective settlements.
4. Students will demonstrate an understanding of participative management practices, employee empowerment, and the influence of technological advancements on industrial relations.

**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, J.R.: The Future of Industrial Relations, New Delhi, Sage, 1994.
4. Popola, T.S. & Rodgers, G.: Labour Institutions and Economic Development in India, Geneva, ILO, 1992.
5. Ramaswamy, E.A.: 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 the course.

**HR-305: PERFORMANCEANDREWARDMANAGEMENT**

**Course Objectives:**

1. To create an understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.
2. To articulate the benefits of using a performance development plan and the consequences of not having one in place.
3. To distinguish the elements of an effective, integrated performance development system.

4. To devise ―SMART‖ annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant, and trackable).
5. To familiarize the students with the concept of competency mapping and understanding its role in career development.
6. To familiarize students with various aspects of the compensation system in India and make them understand various issues linked with the process of fixing salary, dearness allowance, bonus, incentive schemes, and benefits.

**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 the current scenario, Performance Management as a System and Process, Establishing Performance Criteria for developing an Effective Appraisal System, Criteria (KRA, KSA, VS, KPI). Case Studies.

**UNIT II: Managing Performance-** Methods of managing performance at all 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 Scorecard: 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 implications for technical/non-technical and executive/managerial positions, and significance of wage differentials. Case Studies.

**UNIT V: 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.

**Course Outcome:**

1. Knowledge of Performance Management and Performance Appraisal.
2. Competency to understand the importance of Performance Management.
3. Knowledge about the Compensation and Reward Systems.
4. Competency to implement effective reward systems in the organization.

**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, Interventions & Drivers, Pearson.
4. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising, McMillan India Ltd.
5. B.D. Singh (2012). Compensation and Reward Management, Excel Books.
6. Robert Bacal (2007). Performance Management, McGraw-Hill Education.
7. T.V. Rao: Performance Management: Towards Organizational Excellence (Sage Publications).


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

## HR-306: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

**Course Objectives:**

1. To understanding of the importance of legal framework in corporate affairs of India
2. To know, how efficient managerial decision making with respect to industrial relations can be made by the understanding of legal aspects
3. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for labour issues in the emerging social context of India.

**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, and contract labour; interpretations of labour laws, their working, and implications for management, union, workmen; the economy and the industry.

**Course Outcome:**

1. This course will develop an ability of the students specific to the legal aspects to be implemented in managerial decision making and other steps of their corporate life.
2. It will make the students competent for the job market as the application of laws relating to employments and industrial relations in various organizations are realized while passing the course.
3. It will enable the students to bring the social balance through the legal applications in the companies as the earning capabilities through the private organizations will be enhanced in future-India

**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

**Course Objectives:**

1. To provide an in-depth understanding of the training process and its role in Human Resource Development (HRD).
2. To enable participants to effectively manage the organizational training function, including training need assessment, action research, and instructional planning.
3. To familiarize students with various training methods, techniques, and communication tools essential for effective training programs.
4. To develop the ability to evaluate training effectiveness and understand the training and development landscape in India.

**Course Content:**

**UNIT I:**Training process – an overview; role, responsibilities, and challenges to train managers. **UNIT II:**Organization management of the 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. **Course Outcomes:**

1. Students will gain a comprehensive understanding of the training process and the responsibilities and challenges faced by training managers.
2. Students will be able to assess training needs, develop instructional objectives, and effectively manage the training function within organizations.
3. Students will be equipped to design and implement training modules using appropriate methods, techniques, and training aids.
4. Students will acquire the skills to evaluate training programs and apply their knowledge to training and development practices in the Indian context.

**Suggested Readings:**


1. Beunet, Roger E. 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 the course.

## HR-308: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM

**Course Objectives:**

1. To introduce students to the fundamental concepts, goals, and challenges of Human Resource Development (HRD), along with the HRD climate and practices in India.
2. To equip students with strategic HR development techniques, including performance management, talent management, and retention strategies.

3. To provide an understanding of HRD system design principles, leadership development, and intellectual capital management.
4. To familiarize students with HRD interventions, change management, and ethical considerations in mentoring, counselling, and diversity in HRD.

**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, Performance Management, Talent Management, Qualification Management, Retention Management, and Culture Management.

**UNIT III:**

HRD system design principles, Competence management and Leadership Development, Performance Management, Intellectual Capital Development.

**UNIT IV:**

HRD intervention, Change Management, HRD Process model, HRD and organizational learning, Perspective of learning in HRD.

**UNIT V:**

HRD Diversity and Ethics, Mentoring and Counseling, Perspective of learning in HRD.

**Course Outcomes:**

1. Students will gain an understanding of HRD concepts, goals, and challenges, as well as the HRD climate and practices specific to India.
2. Students will develop strategic skills for managing HR development, including controlling performance, managing talent, and creating retention strategies.
3. Students will be able to design HRD systems and apply competence and leadership development strategies within organizations.
4. Students will acquire the ability to manage HRD interventions, facilitate change management processes, and address diversity and ethical issues in HRD, including mentoring and counseling.

**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, B.L. & Sinha, Dhami P. Management of Change Through HRD, New Delhi, Tata McGraw Hill, 1991.
5. Pareek, U. 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 the course.

**HR-309: HUMAN RESOURCE PLANNING AND DEVELOPMENT**

**Course Objectives:**

1. To provide an understanding of the importance of Human Resource Planning (HRP), its processes, models, and techniques for manpower demand and supply forecasting.
2. To equip students with the knowledge and skills needed to conduct HR audits and valuation, including principles and frameworks of HR evaluation.
3. To introduce students to International Human Resource Management (IHRM) and the challenges involved in managing international HR activities, including the role of expatriates.
4. To develop strategic human resource management competencies, focusing on HR analytics, retention strategies, and the use of human resource information systems (HRIS).

**Course Contents:**

**Unit-I:**Human Resource Planning: Importance of HRP, Factor affecting HRP, Planning, Process, Requisites and Barriers to HRP, Models and techniques of manpower demand and supply forecasting

**Unit-II:** HR Audit and Valuation: Need for HR Evaluation, principle of Evaluation, Frame work, approach case discussion

.

**Unit-III:** International Human Resource Management: Comparison Domestics and International, Managing International HR Activities, role of expatriate

**Unit-IV:**Strategic Human Resource Management: Strategic HRM, challenges, Humane resource information system, retention; redeployment and exit strategies

**Unit-V:**HR Analytics: Data Analytics, elements, HR Analytics in practice, Stages, leverage, delivery model,

**Course Outcomes:**

1. Students will be able to understand the significance of HR planning, identify factors affecting HRP, and apply models and techniques for forecasting manpower demand and supply.
2. Students will acquire the ability to conduct HR audits and evaluate the performance of HR activities using established principles and frameworks.
3. Students will gain insight into the differences between domestic and international HR management, and will be able to manage international HR activities and the role of expatriates effectively.
4. Students will develop the skills to apply HR analytics, use HRIS, and devise strategic retention, redeployment, and exit strategies within an organizational context.

**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.

# DETAILED SYLLABUS (M.B.A.)

# (SEMESTER – III)

# (INFORMATIONTECHNOLOGYSPECIALISATION)

**IT-304: DATABASE MANAGEMENT SYSTEM Course Objectives:**

1. To introduce students to the fundamental concepts and applications of database management systems and their role in managing organizational data resources.
2. To provide knowledge of database design models, including the Entity-Relationship (E-R) model, relational models, and other high-end database models.
3. To familiarize students with data integrity constraints, storage strategies, and file organization methods for effective data management.
4. To equip students with the skills to understand and implement database transactions, recovery systems, and concurrency control in database environments.

**Course Contents:**

**UNIT I:**

Introduction: View of data, data model, database layout, storage management, overall system structure.

Model: Designing of E-R database, relational model, high-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 organizations, data dictionary storage.

**UNIT IV:**

Transaction: Concept, transaction state, implementation of atomicity and reliability, concurrency executions, serializability, recoverability, implementation of isolation.

**UNIT V:**

Recovery system: Overview, database architecture overview, parallel database overview, distributed database overview.

## Course Outcomes:

1. Students will be able to understand the core principles of database management systems, including data models, database design, and the overall system structure.
2. Students will gain proficiency in applying integrity constraints, such as domain constraints and referential integrity, as well as designing triggers and assertions.
3. Students will develop an understanding of storage strategies, including magnetic disks, RAID, and file organization, to manage data storage efficiently.
4. Students will acquire the skills to implement transaction management, ensuring atomicity, concurrency, and recoverability, while also understanding the database recovery system and its architecture.

**Suggested Readings:**


1. Coad, Peter and Edward Yourdon. Object-Oriented Analysis, 2nd ed., Englewood Cliffs, New Jersey, Yourdon Press, 1991.
2. Kroenke, David M. Database Processing: Fundamentals, Design, Implementation, 4th ed., New York, McMillan.
3. McFadden, Fred R. and Hoffer, Jeffrey 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 Databases, 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 the course.

**IT-305: DATACOMMUNICATION**

**Course Objectives:**

1. To introduce students to the fundamental concepts of communication models and protocol architecture, including the OSI and TCP/IP models.
2. To provide an understanding of data transmission concepts, including analog and digital transmission, and various transmission media (guided and wireless).
3. To equip students with knowledge of data link control mechanisms, including flow control, error detection, and error control methods.
4. To familiarize students with multiplexing techniques, switching methods, and LAN technologies, and their practical applications in modern communication systems.

**Course Contents:**

**UNIT I:**

Introduction, communication models, protocol architecture, OSI, TCP-IP.

**UNIT II:**

Data transmission concepts and terminology, analogue 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.

**Course Outcomes:**

1. Students will gain an understanding of the core concepts of communication models and protocol architectures, including the OSI and TCP/IP frameworks.
2. Students will be able to differentiate between analog and digital transmission, understand transmission impairments, and select appropriate transmission media for various applications.
3. Students will acquire the ability to apply data link control techniques such as flow control, error detection, and high-level data link control in data communication systems.
4. Students will develop skills in multiplexing, switching techniques, and LAN technologies, and will understand how to implement these technologies in real-world communication environments.

**Suggested Readings:**


1. William Stallings, Data and Computer Communication, Sixth Edition, PHI Publication.
2. Andrew S. Tanenbaum, Computer Network, 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 the course.

**IT-306: SOFTWAR ENGINEERING**

**Course Objectives:**

1. To introduce students to the Software Development Life Cycle (SDLC), various software development models, and the fundamentals of process and project management.
2. To equip students with skills for effective project planning, including process planning and the development of project planning infrastructure.
3. To provide knowledge on quality planning, risk management, and the use of models for scheduling and defect management in software projects.
4. To familiarize students with project measurement, control techniques, and configuration management for tracking project progress and ensuring quality.

**Course Content:**

**UNITI:** Introduction: SDLC, models of SD, process and project management.

**UNITII:** Project Planning: Project planning infrastructure, process planning.

**UNITIII:** Effect estimates and scheduler: models, schedule, approach, Quality Planning:

quality concept, CMM, quantitative quality management planning, defect portion planning.

**UNITIV:** Risk Management: risk assessment, risk control.

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

## Course Outcomes:

1. Students will gain an understanding of SDLC models, project management processes, and the role of process management in software development projects.
2. Students will be able to develop effective project plans, including resource scheduling and process planning, to ensure project success.
3. Students will acquire the skills to perform risk assessment, manage risks in projects, and apply quality management concepts like CMM and quantitative quality management.
4. Students will demonstrate the ability to measure project progress, apply project tracking techniques, and implement configuration management to maintain control over project changes and updates.

**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 the course.

**IT-307: SYSTEM ANALYSIS AND DESIGN**

**Course Objectives:**

1. To familiarize students with the fundamental concepts and strategies of system analysis, including feasibility studies and system development strategies.
2. To equip students with various tools and techniques for determining system requirements, including fact-finding and documentation methods.
3. To provide an understanding of structured analysis development strategies, data flow diagrams (DFD), and methods for describing data within system development.
4. To develop skills in database design and integration, including E-R diagrams, normalization, and database administration.

**Course Contents:**

**UNIT I:**

Introduction: System analysis overview, category of information systems, feasibility study, SDCC (System Development Life Cycle), system development strategy, implementation, and evaluation.

**UNIT II:**

Tools for determining system requirements: Requirement determination, fact-finding techniques, tools for documentation, processing, and decision making.

**UNIT III:**

Structured analysis development strategy: Structured analysis, data flow strategy, evaluation of DFD (Data Flow Diagrams), recording data descriptions.

**UNIT IV:**

Analysis to design transition: Specific application requirements, 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 diagrams, data model, normalization, and database administration.

## Course Outcomes:

1. Students will understand the system analysis process, feasibility studies, and system development strategies, allowing them to evaluate and implement information systems.
2. Students will be able to use various tools and techniques to determine system requirements and create documentation for system analysis and design.
3. Students will develop the ability to analyze systems using structured analysis methods, data flow diagrams, and record data descriptions for system development.
4. Students will gain proficiency in designing databases, utilizing E-R diagrams, performing normalization, and managing database integration within information systems.

**Suggested Readings:**


1. James A. Senn, **Analysis & Design of Information Systems**, 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 Cliffs, New Jersey, Yourdon Press, 1991.
4. Hawryszkiewyez, I.T., **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 the course.

**IT-308: INFORMATION SECURITY**

**Course Objectives:**

1. To introduce students to the fundamental need for security, different security approaches, and the principles of security in information systems.
2. To provide an understanding of cryptographic techniques, including encryption, decryption, and both symmetric and asymmetric key systems.
3. To familiarize students with symmetric key cryptographic algorithms such as DES, IDEA, RC5, Blowfish, and AES, as well as asymmetric key algorithms like RSA and digital signatures.
4. To develop knowledge of Public Key Infrastructure (PKI), digital certificates, and private key management, ensuring secure communication in information systems.

**Course Contents:**

**UNIT I:**

Introduction: Need for security, security approaches, principles of security, risks to information systems.

Security: Physical security, logical security, threats to security.

**UNIT II:**

Cryptographic Techniques: Plain text and cipher text, substitution techniques, transposition techniques, encryption and decryption, symmetric and asymmetric key, steganography, key range and key size, possible types of attacks.

**UNIT III:**

Computer-based Symmetric Key Cryptographic Algorithms: Introduction, algorithm types, and models.

Overview of symmetric key cryptography, Data Encryption Standard (DES), IDEA, RC5, Blowfish, AES.

**UNIT IV:**

Computer-based Asymmetric Key Cryptographic Algorithms: Introduction, RSA algorithm, digital signature, knapsack algorithm.

**UNIT V:**

Public Key Infrastructure (PKI): Digital certificate, private key management, PKCS, XML, PKI, and security.

## Course Outcomes:

1. Students will be able to understand and identify the different security threats and approaches needed to protect information systems, both physically and logically.
2. Students will gain proficiency in cryptographic techniques, understanding how encryption and decryption work, and applying symmetric and asymmetric keys to secure data.
3. Students will acquire the ability to implement various cryptographic algorithms, including symmetric key algorithms (DES, Blowfish) and asymmetric algorithms (RSA), and understand their significance in securing data.

4. Students will develop the skills to manage Public Key Infrastructure (PKI), handle digital certificates, and implement private key management systems to ensure secure communication and data protection.

**Suggested Readings:**

1. Cryptography and Network Security by 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 the course

**IT-309: E-COMMERCE AND CYBER LAW**

**Course Objectives:**

1. To provide an understanding of the fundamental concepts and models of E-commerce, as well as its current status in India.
2. To familiarize students with the technology infrastructure needed for E-commerce, including electronic data interchange, internet protocols, and security challenges.
3. To introduce students to the concept of cybercrime, focusing on the risks involved in building E-commerce infrastructure and addressing payment process fraud in India and globally.
4. To provide knowledge of Cyber Law, including the legal frameworks governing E- commerce, such as the IT Act 2000, UNCITRAL model law, and other relevant regulations in India.

**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 protocols, challenges in e-commerce.

**UNIT III:**

Cybercrime: Building e-commerce infrastructure, cybercrime in India and abroad, payment process fraud.

**UNIT IV:**

Cyber Law: E-commerce legal framework, UNCITRAL model law, taxing issues.

**UNIT V:**

IT Act 2000, TRAI, Indian Telegraph Act 1885, The Reserve Bank Act 1934. **Course Outcomes:**

1. Students will gain a comprehensive understanding of E-commerce models and will be able to analyze the current status of E-commerce in India.
2. Students will develop the skills to work with E-commerce technologies, including electronic data interchange, internet protocols, and security protocols, to address challenges in the E-commerce environment.

3. Students will understand the risks associated with cybercrime and will be able to identify, analyze, and address payment fraud and other security threats in E-commerce infrastructures.
4. Students will acquire knowledge of the legal frameworks surrounding E-commerce and Cyber Law, including the IT Act 2000, UNCITRAL model law, and other relevant legal issues, ensuring compliance with laws and regulations.

**Suggested Readings:**


1. Enterprise Electronics and Mobile Commerce, V.K. Jain, CyberTech Publications.
2. Cyberlaws, 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 the course.

# DETAILED SYLLABUS (M.B.A.)

# (SEMESTER – III)

# (PRODUCTION AND OPERATIONSSPECIALISATION)

## PO-304: PURCHAING & MATERIALS MANAGEMENT

### Objectives

The key objective of this course is to acquaint the students with decision making for effective and efficientpurchase, storage and flow of materials in manufacturing and service organisations, cost-reduction techniquesinpre-purchase,purchaseandpost-purchasesystems;modernmaterialplanninganddeliverysystemslikeMRPand JITand material handlingand logisticssystems.

### Coursecontents

**Unit-I:**Roleofpurchasingandmaterialsmanagement–

objectives,organisationsandinterrelationships,determinationanddescriptionofmaterialquality, materialplanninginpushandpullsystem,MRPandJIT. **Unit-II:**Determinationanddescriptionofmaterialquality–receivingandincomingqualityinspection,acceptancesamplingplans,vendor- processcapability;cost-reductiontechniques–standardization,simplificationand varietyreduction;valueanalysisand engineering.

**Unit-III:** Make or buy decisions, purchasing research, sources of supply, price determination and negotiationvendorrating,selectionanddevelopment,legalaspectsofpurchasing,publicpurchasing andtendering;internationalpurchasing– proceduresand documentation.

**Unit-IV:** Purchasing of capital equipment – appraisal methods, evaluating suppliers' efficiency, stores layout,classification and codification; material logistics – warehousing management, material handling, traffic andtransportation,disposal ofscrap, surplusand obsoletematerials.

**Unit-V:**Inventorycontrolofspareparts,materialinformationsystem. **SuggestedReadings:**


1. AnsariAandModarressB.JITPurchasing,NewYork,FreePress,1990.
2. BailyP.etc.PurchasingPrinciplesandManagement,London,Pitman,1994.
3. Burt,DavidN.ProactiveProcurement,EnglewoodCliffs,NewJersey,PrenticeHallInc.,1994.
4. Dobler,D.W.etc.PurchasingandMaterialsManagement, NewYork,McGrawHill,1990.
5. Dutta,A.K.IntegratedmaterialsManagement,NewDelhi,PHI,1986.


Thelistofcasesandspecificreferencesincludingrecentarticleswillbeannouncedintheclassatthetimeo flaunchingofthecourse.

## PO-305: TOTAL QUALITY MANAGEMENT

### Objectives

The objectives of the course is to acquaint the students with to make clear to candidates the basic concept ofTotal Quality (TQ) from design assurance to service assurance; to give emphasis on International QualityCertification system – ISO 9000 and other standards and their applicability in design manufacturing qualitycontrol and services, to closely interlink management of quality, reliability and maintainability for total productassurance;to focuson quality ofservicesincontemporaryenvironment.

### CourseContents

**Unit-I:**Basicconceptoftotalquality(TQ);evolutionoftotalqualitymanagement;componentsofTQloop;conceptualapproachto S.Q.C.acceptancesampling andinspection plans.

**Unit-II:**statisticalprocesscontrol;processcapabilitystudies;humanisticaspectsofTQM;managementofQ.C.andZ.D. programmes;quality improvementteams;Q-7tools.

**Unit-III:** Quality costs, Taguchi loss function; functional linkage of quality with reliability and maintainability. **Unit-**

**IV:**Failureanalysis;(ETA/FMEA)andoptimummaintenancedecisions;totalproductivemaintena nce(TPM).

**Unit-V:**Qualityaudits;leadassessmentandISO–

9000standards;marketingaspectstoT.Q.;totalqualityofservices;total quality and safety;sixsigma.

**SuggestedReadings**


1. Carruba,EugeneRandGorden,RonaldD.ProductAssurancePrinciples:IntegratingDesign Assurance&quality Assurance, NewYork, McGrawHill, 1991.
2. Grant,Eu- geneLandLeaveworth,Richards,StatisticalQualitycontrol,McGrawHill,NewYork,1991.
3. IresonW.G.andCoombas,CP.HandbookofReliabilityengineering&management,NewY ork,McGrawHill, 1988.
4. Lochner,RobertH.AndMatar,JosephE.DesigningforQuality,London,chapman&Hill,1990 .
5. Pike,JohnandBarnes,Richard,TQMinAction,London,chapman&Hill,1994.


Thelistofcasesandspecificreferencesincludingrecentarticleswillbeannouncedintheclassatthetimeo flaunchingofthecourse.

## PO-306: PRODUCTION PLANNING AND CONTROL

**Course Objectives:**

1. To provide an understanding of the key functions of production planning and control, including material requirement planning.
2. To develop the ability to analyze production-inventory systems and apply forecasting techniques for inventory and production control.
3. To familiarize students with aggregate planning, job shop scheduling, and control methods, including just-in-time production techniques.
4. To equip students with knowledge of high-volume production planning, line balancing and the use of computers and ERP systems in production planning and control.

**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 of computers; ERP.

**Course Outcomes:**

1. Students will gain a solid understanding of production planning and control functions and will be able to apply material requirement planning effectively.
2. Students will be able to analyze and optimize production-inventory systems, and forecast inventory needs to enhance production control.
3. Students will acquire the skills to create aggregate production plans, schedule jobs efficiently, and implement just-in-time production strategies.
4. Students will demonstrate proficiency in line balancing, handling high-volume production planning, and using ERP systems for production management.

**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. McLeavey, Dennis W. and Narasimhan, S.L. Production and Inventory Control, Boston, Allyn and Bacon, 1985.
5. Peterson, R. and Silver, E.A. 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 the course.

**PO-307: APPLIED OPERATIONS RESEARCH**

**Course Objectives:**

1. To introduce students to the principles of parametric and sensitivity analysis, and inventory control models under uncertainty for effective decision-making.
2. To familiarize students with applied queuing models and network models, and their applications in operations research.
3. To provide an understanding of non-linear optimization techniques, including quadratic programming, and their use in solving complex problems.
4. To equip students with knowledge of dynamic programming, portfolio management, and replacement models, and their application in practical scenarios. **Course Contents:**

**Course Contents**

**Unit-I:** Linear Programming under Uncertainty,

Parametric linear programming and sensitivity analysis; inventory control models under uncertainty.

**Unit-II:** Applied queuing models; networks optimization models.

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

**Unit-IV:** Integer Programming and its application, Goal Programming **Unit-V:**
Dynamic programming; Simulations and its application

**Course Outcomes:**

1. Students will develop a comprehensive understanding of parametric and sensitivity analysis, and will be able to apply inventory control models in uncertain environments.
2. Students will be able to analyze and solve problems using applied queuing models and network models to optimize operational processes.

3. Students will gain proficiency in using non-linear optimization techniques, including quadratic programming, to solve complex decision-making problems.
4. Students will be capable of applying dynamic programming, managing portfolios, and utilizing replacement models and policies in real-world operational scenarios.

**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 Introductions, McMillan, New York, 192.
5. Mathur, K. And Solow D. Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 194.


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

## PO-308: SUPPLY CHAIN MANAGEMENT

**Course Objectives:**

1. To provide students with a comprehensive understanding of the objectives, decision phases, and strategies involved in supply chain management, and how to achieve strategic fit.
2. To equip students with the skills to design and optimize supply chain networks, including understanding the role of distribution and network design decisions, and the impact of e- business.
3. To develop students' abilities to plan demand and supply, manage inventories, and implement appropriate replenishment policies while understanding the role of forecasting and IT in supply chain management.
4. To introduce students to transportation network design, sourcing strategies, and the trade- offs in transportation options, including the role of 3rd and 4th Party Logistics (PLs) in the supply chain.

**UNIT I** Introduction to Supply Chain Management- Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing.

**UNIT II** Designing the Supply Chain Network- Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modeling for supply chain.

**UNIT III** Planning Demand and Supply- Role of forecasting – demand forecasting – approaches – role of IT. Planning and Managing Inventories- Safety inventory and its appropriate level – impact of supply uncertainty, aggregation and replenishment policies.

**UNIT IV** Transportation Networks and Sourcing- Role of transportation – modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation. Sourcing – In-house or Outsource – 3 rd and 4th PLs – supplier scoring and assessment.

**UNIT V** Coordination in a Supply Chain- Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levels – building partnerships and trust – continuous replenishment and vendor-managed inventories – collaborative planning, forecasting and replenishment.

**Course Outcomes:**

1. Students will be able to understand the strategic objectives of supply chain management and the importance of aligning supply chain strategies with competitive strategies, while identifying supply chain drivers and obstacles.

2. Students will gain the ability to design effective distribution networks and optimize supply chain networks, taking into account factors such as e-business, network design decisions, and modeling techniques.
3. Students will acquire skills in demand forecasting, inventory management, and replenishment policy formulation, enabling them to manage supply uncertainty and safety inventory effectively.
4. Students will demonstrate the ability to analyze and design transportation networks, make informed sourcing decisions (in-house vs. outsourcing), and apply collaborative planning and replenishment techniques to enhance supply chain coordination.

**Suggested Readings:**


1. Sunil Chopra And Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Phi, 4th Edition, 2010.
2. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management a Balanced Approach, Thomson Press, 2005.
3. Coyle, Bardi, Longley, The Management of Business Logistics – A Supply Chain Perspective, Thomson Press, 2006. Jeremy F Shapiro, Modeling the Supply Chain, Thomson Duxbury 2002.


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

**PO-309: ANALYTICS**

**Course Objectives:**

1. To introduce students to Multi-Criteria Decision Making (MCDM) techniques, their applications, advantages, and limitations in real-world decision-making, as well as benchmarking and performance measurement.
2. To equip students with the knowledge and skills to apply advanced MCDM techniques such as Data Envelopment Analysis (DEA), Fuzzy DEA, and their practical applications.
3. To familiarize students with qualitative MCDM techniques, including Analytical Network Process (ANP), Analytical Hierarchy Process (AHP), and Fuzzy AHP, for complex decision-making scenarios.
4. To provide a comprehensive understanding of various decision-making techniques like ELECTRE, TOPSIS, VIKOR, PROMETHEE, Weight Sum Method (WSM), Weight Product Method (WPM), and other approaches used for optimizing and ranking alternatives.

**Course Contents:**

**Unit I:** Introduction to MCDM: Introduction to MCDM technique and its application, advantage and limitations of MCDM, Benchmarking, performance measurement

**Unit II:** Techniques of MCDM: Data envelopment analysis, Fuzzy DEA and its application

**Unit III:** Qualitative study: Analytical Network Process (ANP), Analytical Hierarchy Process (AHP), and its application, Fuzzy AHP

**Unit IV:**Elimination et Choix Traduisant la REalité (Elimination Et Choice Translating Reality) (ELECTRE), Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS), VIseKriterijumskaOptimizacija I KompromisnoResenje (VIKOR), Preference Ranking Organization Method for Enrichment of Evaluations (PROMETHEE),

**Unit V:** Weight Sum Method (WSM), Weight Product Method (WPM), Measuring Attractiveness by a Categorical Based Evaluation Technique (MACBETH), Potentially All Pairwise Ran Kings of all possible Alternatives(PAPRIKA) **Course Outcomes:**

1. Students will gain an understanding of MCDM techniques and be able to analyse their advantages, limitations, and applications in performance measurement and benchmarking.
2. Students will develop the ability to apply Data Envelopment Analysis (DEA) and Fuzzy DEA techniques for evaluating decision-making efficiency in various domains.
3. Students will acquire proficiency in utilizing qualitative methods like ANP, AHP, and Fuzzy AHP to solve complex, hierarchical decision problems.
4. Students will demonstrate the ability to apply advanced MCDM techniques such as ELECTRE, TOPSIS, VIKOR, and PROMETHEE, along with weighting methods like WSM, WPM, and MACBETH, to optimize and rank multiple alternatives in decision- making processes.

**Suggested Readings:**


1. James O. Berger, Statistical Decision Theory and Bayesian Analysis, 1985, Springer, ISBN: 978-1-4757-4286-2.
2. Peter C. Fishburn, The Foundations of Expected Utility, Springer, 1982, ISBN (13): 978- 94-017-3329-8
3. Thomas L. Saaty, Luis G. Vargas and Kevin P. Kearns, The Logic of Priorities: Analytical Planning: The Organization of Systems, RWS Publications, 1991, ISBN (13): 978- 1888603071.
4. R. Steuer, Multiple Criteria Optimization: Theory, Computation and Application, John Wiley & Sons, 1985, ISBN (10): 047188846X/ISBN (13): 978-0-471-88846-8.
5. Zilany, Milan, Multi Criteria Decision Making, McGraw Hill Book Company, 1982, ISBN (10): 0-07-072795-3.

# DETAILED SYLLABUS (M.B.A.)

# (SEMESTER – III)

# (INSURANCE AND RISK MANAGEMENTSPECIALISATION)

**IRM-304: PRINCIPLE AND PRACTICE OF LIFE AND GENERAL INSURANCE**

**Course Objectives:**

1. To provide students with a thorough understanding of the origin, development, and principles of life and general insurance.
2. To equip students with knowledge of the elements involved in the computation of assurance premiums, risk classification, and the principles of utmost good faith in insurance.
3. To familiarize students with various life insurance plans, the application process, and the required insurance forms.
4. To offer insight into the practices of underwriting, rating, and claims settlement procedures in both life and general insurance.

**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, types of general insurance.

**UNIT V:**

Underwriting and rating practices, claims practice, and procedures.

## Course Outcomes:

1. Students will develop a clear understanding of the origin, principles, and products of life and general insurance, as well as the services associated with these products.
2. Students will gain the ability to compute assurance premiums, classify risks, and apply the principles of utmost good faith in insurance scenarios.
3. Students will acquire knowledge of the different life insurance plans, the process of application and acceptance, and the use of appropriate insurance forms.
4. Students will understand the underwriting and rating practices, as well as the claims settlement procedures, enhancing their ability to manage the operational aspects of life and general insurance.

**Suggested Readings:**


1. Gupta P.K. Fundamentals 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 the course.

**IRM-305: FINANCE FOR INSURANCE**

**Course Objectives:**

1. To provide students with a fundamental understanding of the Indian financial system, including financial markets, instruments, and regulatory frameworks.
2. To equip students with knowledge about the concepts of the time value of money, and the calculation of present and future values, helping them understand the financial management process.
3. To introduce students to the various types of annuities, including elementary and general annuities, and their application in financial decisions.
4. To familiarize students with the valuation of bonds and equity shares, including concepts like bond pricing, yield determination, and amortization schedules.

**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 their valuation; callable bonds and their valuation; determination of various types of yields; valuation of equity shares; bonus issue and equity.

## Course Outcomes:

1. Students will gain a comprehensive understanding of the Indian financial system and the regulatory authorities that govern financial markets and instruments.
2. Students will be able to calculate and analyze the time value of money, as well as apply concepts such as simple and compound interest in financial decision-making.
3. Students will develop the ability to compute various annuities, including continuous and varying annuities, and apply these concepts to real-world financial problems.
4. Students will acquire skills in the valuation of bonds and equity shares, understand different types of yields, and be able to determine the price of bonds and assess their premium, discount, and par values. **Readings:**


1. Pandey, I.M. Financial Management, 10th ed., Vikas 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 the course.

### IRM-306: HEALTH AND PERSONAL ACCIDENT INSURANCE

**Course Objectives:**

1. To provide students with a comprehensive understanding of the economics of healthcare and the role of health insurance providers in India.
2. To familiarize students with individual health insurance policies, including disability insurance, long-term care plans, and taxation aspects.
3. To introduce students to accident insurance and related products, such as overseas travel insurance, and to cover issues related to critical illness, domiciliary treatment, and hospitalization.
4. To equip students with knowledge of health insurance underwriting, including premium rate variables, individual and group policy underwriting, and claims settlement procedures.

**Course Contents:**

**UNIT I:**

Economics of healthcare – healthcare 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 – hospitalization.

**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 claim settlement – third-party administration – IRDA regulations on health insurance.

## Course Outcomes:

1. Students will gain a thorough understanding of the healthcare environment in India, the principles of medical insurance, and the role of health insurance providers.
2. Students will be able to analyze and explain various health insurance products, including disability insurance, long-term care plans, and their associated taxation aspects.
3. Students will acquire knowledge of accident insurance, overseas travel insurance, and the processes related to critical illness, domiciliary treatment, and hospitalization coverage.
4. Students will develop the ability to assess health insurance underwriting factors, determine premium rates, and effectively navigate claims settlement processes, including third-party administration and IRDA regulations.

**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 the course.

**IRM-307: DATA MINING TECHNIQUE**

**Course Objectives:**

1. To provide a comprehensive understanding of data warehousing, its architecture, and multidimensional data models, along with OLAP operations and backend processes.
2. To introduce students to data mining concepts, techniques, and tools, focusing on association rules and various algorithms used for discovering patterns and relationships in large datasets.
3. To familiarize students with clustering techniques, decision tree algorithms, and their application in real-world scenarios, including partitioning and hierarchical clustering.
4. To equip students with knowledge of advanced data mining techniques such as neural networks, genetic algorithms, and support vector machines for developing business intelligence and CRM solutions.

**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, methods to discover association rules,

apriori 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, generalized 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 pre-sorting, rainforest, approximate methods (CLOUDS, BOAT), pruning technique, integration of pruning and construction.

**UNIT V:**Other Techniques: Introduction, what is a neural network, learning in NN, unsupervised learning, data mining using NN, genetic algorithms, support vector machines.

**Course Outcomes:**

1. Students will gain a strong foundation in data warehousing concepts and architecture, enabling them to understand and implement OLAP operations and data warehousing processes.
2. Students will develop the ability to apply various data mining techniques and algorithms, such as association rules, to discover patterns and insights from large datasets.
3. Students will acquire skills in applying clustering techniques and decision tree algorithms to solve complex data mining problems and enhance decision-making processes.
4. Students will be proficient in using advanced data mining techniques, including neural networks and genetic algorithms, to develop business intelligence solutions and improve customer relationship management.

**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. Anahlory, 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 Ttsur, 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 the course.

## IRM-308: ACTUARIAL MATHEMATICS Course Objectives:

1. To introduce students to the foundational concepts of life insurance, survival models, and life tables, enabling themto understand the principles of life and general insurance.
2. To provide knowledge on the valuation of insurance benefits, annuities, and premium calculations, including net and gross premiums and their applications in insurance products.
3. To equip students with the skills to assess policy values, multiple state models, and develop an understanding of policy alterations, joint life benefits, and decrement models.

4. To familiarize students with pension mathematics, interest rate risks, and option pricing methods used in emerging insurance products like equity-linked insurance and embedded options.

**Course Contents:**

**UNIT I:**Introduction to life insurance: life insurance contracts, annuity contracts, pension benefits, mutual and proprietary insurers. Survival models: future lifetime, survival function, force of mortality, actuarial notation, curtate future lifetime.Life table and selection: life tables, fractional age assumptions, survival models for life insurance policyholders, 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 at 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.

## Course Outcomes:

1. Students will gain an understanding of life insurance contracts, annuity products, and survival models, and apply life table techniques in insurance policy evaluation.
2. Students will develop the ability to calculate various types of insurance benefits and premiums, including annuity functions, net premiums, and gross premiums for life and general insurance products.
3. Students will be able to analyze policy values for different types of insurance policies, assess multiple state models, and use Kolmogorov's equations to calculate policy values and premiums.
4. Students will demonstrate proficiency in using actuarial mathematics for pension planning, interest rate risk assessment, and applying option pricing models such as the Black-Scholes-Merton model in equity-linked insurance products.

**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. Neill, 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 the course.

**IRM-309: RISK MANAGEMENT & LIFE INSURANCE UNDERWRITING** **Course Objectives:**

1. To introduce students to the concept of risk, hazard, and peril, along with the processes of risk management and tools used for risk perception and analysis.
2. To provide students with an understanding of risk evaluation methods, including the concept of probability, valuation of risk, and determining the sum insured.
3. To equip students with knowledge of risk control methods, including loss prevention, risk retention techniques, and risk transfer mechanisms.
4. To familiarize students with the fundamentals of insurance underwriting, including pricing, underwriting processes, and guidelines.

**Course Contents:**

**UNIT I:**

Introduction to the 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; organization charts, flow charts, accounting methods, exposure analysis, checklists, 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:**

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 V:**

Significance of pricing fundamentals; underwriting basics; organization of underwriting; underwriting philosophy & guidelines. **Course Outcomes:**

1. Students will be able to identify and analyze risks, hazards, and perils using various risk perception tools such as flow charts, exposure analysis, and safety audits.
2. Students will develop the ability to evaluate risks through probability assessment, determine the sum insured, and understand the importance of risk valuation in life insurance.
3. Students will gain an understanding of risk control processes, loss prevention strategies, and the use of risk retention and transfer mechanisms to mitigate potential losses.
4. Students will demonstrate proficiency in insurance underwriting, including understanding underwriting philosophies, pricing fundamentals, and following underwriting guidelines in life insurance.

**Readings:**


1. Gupta, P.K. Fundamentals 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.

# DETAILED SYLLABUS (M.B.A.)

# (SEMESTER – IV)

# CORE COURSES

**CP-401: PROJECT MANAGEMENT**

**Course Objectives:**

1. The course is intended to develop the knowledge of the students in the management of projects
2. Special emphasis will be provided on the managerial aspects of project management, along with an understanding of various tools and techniques for project appraisal and control.
3. It will help MBA students draft project proposals in any area of management and evaluate the worth of projects.

**Course Contents:**

**UNIT I:**Introduction of Project: Definitions & Characteristics of Projects, 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, Risk Analysis, Risk 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 Projects: 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 Activity 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 (PMIS): 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.

**Course Outcome:**

1. Students will be able to understand the characteristics of Projects and Project Management.
2. The students will understand the managerial processes along with tools & techniques used in Project Management.

3. Students will understand the scheduling and monitoring process in Projects. They will be able to apply PERT and CPM methods for project scheduling.
4. Students will understand the perspectives in which optimum decisions are to be taken in case of risks with planned activities in a project.

**Suggested Readings:**

1. Project Management – Achieving Competitive Advantage: Jeffrey K. Pinto (Pearson) 2. Project Management - A Managerial Approach: Jack R. Meredith, 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)
6. Quantitative Techniques in Management: N.D. Vohra (TMH)

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–402-DISSERTATIONANDVIVA-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. There will be a Viva-voce examination.

# DETAILED SYLLABUS (M.B.A.)

# (SEMESTER – IV)

# (FINANCE SPECIALISATION)

**F-403: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Course Objectives:**

1. Understand various investment avenues, risks, and the portfolio management process for informed decision-making.
2. Learn to evaluate securities using fundamental and technical analysis techniques.
3. Apply portfolio selection models like the Markowitz Model, CAPM, and Arbitrage Pricing Theory.
4. Understand methods for evaluating portfolio performance using Sharpe, Treynor, and Jensen measures.

**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 a single security and a 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/E ratio, bonus issue, and equity valuation.

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

**UNIT IV:**Portfolio selection through Markowitz Model, risky assets only out of owned funds, both risk and risk-free assets out of owned funds; risk assets only when LR = BR out of owned funds, 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, Treynor's measure, Jensen's measure, and diversification measure.

**Course Outcomes:**

1. Students will be able to identify and assess various investment opportunities along with the associated risks.
2. Students will analyze securities using both fundamental and technical analysis techniques.
3. Students will optimize and manage investment portfolios by applying different portfolio selection models.
4. Students will evaluate portfolio performance through the use of quantitative performance measures.

**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 McGraw Hill, New Delhi.
3. John Wiley, *Modern Portfolio Theory and Investment Analysis*, Singapore.
4. Geoffrey A. Hirt and Stanley B. Block, *Fundamentals of Investment Management*, Irwin, Homewood, Illinois.


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-404: INTERNATIONAL FINANCIAL MANAGEMENT

**Course Objectives:**

1. Understand the key concepts and importance of international finance and financial systems.
2. Learn methods for determining and forecasting exchange rates using various theories.
3. Develop skills in managing currency risks using derivatives like futures, options, and swaps.
4. Analyze and manage foreign exchange exposures and multinational capital budgeting decisions.

**Course Contents:**

**UNIT I:**

Overview of International Financial Management: international finance - concepts and importance, international flow of funds - 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 them.

**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.

**Course Outcomes:**

1. Students will be able to determine and forecast exchange rates using International Parity theorems and International Fisher Open.
2. Students will understand how to forecast exchange rates based on the supply and demand of currencies.
3. Students will learn to manage currency risks using derivatives like currency options, futures, and swaps.
4. Students will be able to manage transaction and operating exposures by participating in forwards, futures, and options markets.

**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.

**F-405: INTERNATIONAL ACCOUNTING**

**Course Objectives:**

1. Understand the concept, scope, and importance of international accounting and harmonization efforts.
2. Learn the methods for recording and translating foreign transactions.
3. Analyze the impact of inflation on international financial reporting and information systems.
4. Develop skills in foreign financial statement analysis, transfer pricing, and international taxation.

**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.

**Course Outcomes:**

1. Students will understand international accounting standards and the harmonization of global accounting practices.
2. Students will be able to record and translate international financial transactions using different methods.
3. Students will analyze inflation accounting and financial disclosures from a global perspective.
4. Students will evaluate foreign financial systems, transfer pricing techniques, and international taxation methods.

**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 D.S. and Mueller, Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc, 1984.
4. Evans, Thomas G. International Accounting & Reporting, London, MacMillan, 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: FINANCIAL DERIVATIVES**

**Course Objectives:**

5. Understand the structure and functioning of exchange-traded and over-the-counter financial derivatives.
6. Learn pricing and valuation techniques for derivatives such as futures, forwards, options, and swaps.
7. Analyze and apply hedging strategies using stock futures, index futures, and options.
8. Understand the legal, regulatory, and operational aspects of derivatives in India.

**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 Contracts; Hedging with Futures Contracts, and the Relation between Futures Prices and Expected Future Spot Prices.

**UNIT III:**

Stock Index Options, Stock Options, and Options on Futures Contracts; Trading Strategies in Options; Option Pricing - The Black-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 Costs, Currency Swaps, and Valuation of Currency Swaps.

**UNIT V:**

Legal Aspects of Derivatives in India; Accounting and Tax Aspects of Derivatives; Operational Systems and Technology Issues in Derivatives; Regulatory Framework of Derivatives.

**Course Outcomes:**

5. Students will be able to understand and trade derivative instruments like options, futures, forwards, and swaps.

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

6. Students will accurately price and value derivative instruments using models like Black- Scholes and Binomial.
7. Students will manage risk by applying hedging techniques in futures and options markets.
8. Students will be able to assess the legal and regulatory framework governing derivatives in India.

**Suggested Readings:**


7. Susan Thomas, Derivative Markets in India, Tata McGraw Hill Series, New Delhi.
8. Satyajit Das, Swaps/Financial Derivatives - Products Pricing, Applications and Risk Management, John Wiley and Sons (Asia) Pte, Ltd.
9. John C. Hall, Options, Futures, New Jersey.
10. Keith Redhead, Financial Derivatives, PHI, New Delhi.
11. V.K. Bhalla, Financial Derivatives: Risk Management, S. Chand & Co. Ltd., New Delhi.
12. Ambar N. Sengupta, Pricing Derivatives: The Financial Concepts Underlying the Mathematics of Pricing Derivatives, McGraw Hill, New Delhi.


## F-407: PROJECT PLANNING, ANALYSIS AND MANAGEMENT

**Course Objectives:**

5. Understand the role of project management in economic development and capital investment.
6. Learn to conduct market, technical, and financial analysis for capital expenditure planning.
7. Analyze project risks and apply social cost-benefit analysis using the UNIDO and Little- Mirrlees approaches.
8. Gain knowledge of network techniques like PERT and CPM for managing multiple projects and their financing.

**Course Content:**

**UNIT I:**

Project and Economic Development, Project Management - An Overview, Capital Investment:

Importance & Difficulties; Generation and Screening of project ideas.

**UNIT II:**

Capital expenditure: Importance and Difficulties; Market & Demand Analysis, Situational Analysis, Technical Analysis; Financial Analysis.

**UNIT III:**

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

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

**Course Outcomes:**

5. Students will understand the significance of capital investments and their impact on project management.
6. Students will be able to conduct thorough market, demand, and financial analyses for project evaluation.
7. Students will effectively assess project risks and apply appropriate cost-benefit analysis methods.
8. Students will manage project execution using PERT and CPM models and prepare project feasibility reports.

**Suggested Readings:**


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


**F-408: CORPORATE RESTRUCTURING**

**Course Objectives:**

5. Understand the concept, types, and significance of corporate restructuring.
6. Learn the processes and financial aspects of mergers and acquisitions.
7. Analyse mergers using techniques like DCF for cash flow, cost of capital, and value estimation.
8. Gain knowledge of the legal and regulatory frameworks governing mergers and acquisitions.

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

**Course Contents:**

**UNIT I:**

Corporate restructuring – introduction, types of corporate restructuring, importance of corporate restructuring, reasons for the success of corporate restructuring, reasons for the failure of corporate restructuring.

**UNIT II:**

Mergers and acquisitions, types of combinations, forms of merger, significance of mergers, analysis of mergers and acquisitions.

**UNIT III:**

Financial aspects of mergers and acquisitions, evaluation of mergers 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 buyouts, management buyouts, tender offer.

**UNIT V:**

Regulations of mergers and acquisitions, legal measures against takeovers, refusal to register the transfer of shares, protection of minority shareholders' interest, guidelines for takeovers, legal procedures, accounting principles for mergers and acquisitions.

**Course Outcomes:**

5. Students will grasp the various types and reasons for corporate restructuring success or failure.
6. Students will be able to evaluate and analyze mergers and acquisitions.
7. Students will apply financial evaluation techniques such as DCF to assess merger opportunities.
8. Students will understand the legal measures and regulations related to mergers, acquisitions, and shareholder protection.

**Suggested Readings:**


3. Pandey, I.M., *Financial Management*, Vikash, New Delhi.
4. 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.

# DETAILED SYLLABUS (M.B.A.)

# (SEMESTER – IV)

# (MARKETING SPECIALISATION)

**M-403-CONSUMER BEHAVIOR**

**Objectives:** The basic objective of this course is to develop an understanding about the consumer decision-makingprocedureand itsapplicationin marketingoffirms.

**Expected Outcome:**The confidence level of the students will be heightened after going through all the fiveunits of the paper as the students shall have clarity in understanding the fast changing behaviour of

consumersandtheintricaciesoftheirdecisionmakingprocessinagivenmarketwithregardtotheirde greeofmotivation,levelofperception, typeofattitude, characteristicsofpersonality,changeof life styleetc.

**CourseContents: Unit-I:**Introductiontoconsumerbehaviour,consumerbehaviourandmarketingstrategy,consumerinvol vementand decisionmaking.

**Unit-II:**Informationsearchprocess;evaluationcriteriaanddecisionrules;consumermotivation.

**Unit-III:**InformationProcessingandconsumerperception;consumerattitudesandattitudechange,influe nceof personality and self-concept on buying behaviour; psychographics and lifestyle; reference group influence.**Unit-IV:** Diffusionofinnovation andopinion leadership,family decision making.

**Unit-V:**Modelsofconsumerbehaviour,consumerbehaviouraudit;consumerbehaviourstudiesinIndia.

**SuggestedReadings:**


1. Assail,H.ConsumerBehaviourandMarketingAction,Ohio,SouthWestern,1995.
2. Engle,J.F.Etc.,ConsumerBehaviour,Chicago,DrydenPress,1993.
3. Howard,JohnA.Etc.,ConsumerBehaviourinMarketing,EnglewoodCliffs,NewJersey,Pr enticeHallInc.,1989.
4. Hawkins,Dl,etc.,ConsumerBehaviour:ImplicationsforMarketingStrategy,Texas,Business ,1995.
5. Mowen,JohnC.ConsumerBehaviour,NewYork,MacMillan,1993


Thelistofcasesandspecificreferencesincludingrecentarticleswillbeannouncedintheclassatth etimeoflaunchingofthecourse

## M-404: ADVERTISING MANAGEMENT

**Course Objectives:**

1. The aim of the paper is to acquaint the students with concepts, techniques of advertising management.
2. To give an experience in the application of concepts for developing an effective advertising program.
3. To give an understanding of inter-disciplinary and cross-functional aspects of advertisement management with other areas of management education.

**Course Contents:**

**Unit – I:** Role of advertisement in the marketing process; Economic, ethical, legal and other social implications of advertising; Basic concept of Integrated Marketing Communication (IMC) **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 program- Creative strategy, message, Copy: headlines, punch- line, logo, illustration; layout; appeal; campaign planning; Media planning; budgeting.

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

**Unit – V:** Advertising campaign – advertising Vs consumer behavior; sales promotion; advertising – retail, national, cooperative, political, international, public service advertising; emerging elements of promotion-mix.

**Course Outcome**

1. Students can apply the concepts of the course in their future organizations as promotion of service and goods and employees are essential in organizational development.
2. The students can promote themselves in the job market by the understanding of this course.
3. Students can make cross-functional research works in future as the advertisement / promotional programs require a multidimensional knowledge.

**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: PRODUCT AND BRAND MANAGEMENT**

**Course Objectives:**

4. To impart understanding of marketing skills among students to identify a product in its life cycle and formulating tactical strategies in a competitive marketing environment.
5. To understand the role brands, play in contemporary businesses and acquire a place in the centre stage of marketing and they are often labeled as ‗the' asset of value creation.
6. To provide an understanding of how brands are created and managed over time. **Course Contents:**

**Unit I:** Product Management: Emerging Indian market and relevance of product management,

Concept of product management, Role of product manager, Product oriented organization,

Product classification, Marketing of FMCG/FMCD product, Product mix and line decision, Product market strategy in competitive environment, new product development and design, Identifying PLC stages and designing suitable marketing strategy.

**Unit II:** Brand and marketing success: corporate and country perspective; brand outcomes: customer and company; Anatomy of brand, brand meaning; Brand types and consumer value spaces- functional, emotional, experiential brands Creating a brand- brand visioning; Brand identity and image, Brand positioning strategies,

**Unit III:** Growth strategies and options; Leveraging internal assets; line extension strategy; Brand equity- Keller and Aaker Framework; Brand and customer response; External leveraging – locating external assets; Brand stretch; brand extensions

**Unit IV:** Brand strategies- trade-off between efficiency and effectiveness; Brand architecture and portfolio; brand life cycle- challenges and strategies; Managing brand overtime

**Unit V:** Brand and consumer insights: consumer behavior analysis and insight mining; Branding in different industries- political, industrial, technology, service; Brand outcomes and value; valuation methods

**Course Outcomes:**

1. To build an appreciation of the role of product and branding in winning competitive battles.
2. Developing understanding of the key issues in creating and managing brands.
3. To develop a grasp of theoretical concepts and frameworks of branding.
4. To provide with skills and knowledge to develop and execute strategies in managing brands.

**Books:**


10. Product Management, D. R. Lehmann & R. S. Winer, 4th Edition, TATA McGraw-Hill
11. Brand Management Practices –Sashikumar -Himalaya
12. Product and Brand Management, UC Mathur, 2004, New Delhi: Excel Books
13. Product Management in India, Ramanuj Majumdar, 3rd Revised edition, PHI Publications
14. Product Management, S. A. Chunawalla, Himalaya Publishing House.
15. Strategic Brand Management, K. L. Keller, 2nd Edition, Pearson Publications.
16. Aaker, D. and Joachimsthaler E. (2000). Brand Leadership: The Next Level of the Brand Revolution. NY: The Free Press.
17. Kapferer JN (2008). The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term. London: Kogan Page.
18. Kevin Lane Keller (2012), Strategic Brand Management: Building, Measuring, and Managing Brand Equity. NJ: 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-406: INTERNATIONAL MARKETING**

**Course Objectives:**

5. To understand the fundamental concepts, scope, and distinctions of international marketing, and the role of Multinational Corporations (MNCs) in the global market.
6. To explore international trade theories, the basis for international trade, and the role of major international institutions like the World Bank, IMF, and WTO in economic development.
7. To analyze the constraints on international marketing, including trade distortions, tariff and non-tariff barriers, and India's position in world trade.
8. To develop strategic decision-making skills in international marketing, including the international marketing mix, product life cycle, promotion, pricing, and distribution strategies for entering foreign markets.

**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 &Behavior, 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 Behavior 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. **Course Outcomes**

5. Students will understand key concepts of international marketing and the role of MNCs.
6. Students will analyze international trade and the role of global institutions like the World Bank and WTO.
7. Students will identify marketing barriers and assess India's position in world trade.
8. Students will develop international marketing strategies, including market entry and marketing mix decisions.

**Suggested Readings:**


6. Bhattacharya, B.: Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
7. Johri, Lalit M.: International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
8. Keegan, Warren: Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
9. Onkvisit, Sak and Shaw, John J.: International Marketing: Analysis and Strategy, New Delhi, Prentice Hall of India, 1995.

10. 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-407: SALES AND DISTRIBUTION MANAGEMENT**

**Course Objectives:**

5. To introduce students to the concepts of sales management, including setting personal selling objectives, recruiting, training, and developing sales personnel.
6. To equip students with the skills to design compensation plans, supervise and motivate sales personnel, and manage sales territories and quotas effectively.
7. To develop an understanding of the evaluation and cost analysis of sales programs and the management of sales force performance.
8. To familiarize students with the structure, functions, and management of marketing channels, including legal issues, logistics, and international marketing channels.

**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 programs.

**Unit II:** Designing and administering compensation plans; supervision of salesmen; 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 programs; sales cost and cost analysis.

**Unit IV:** An overview of marketing channels, their structure, functions, and relationships; channel intermediaries – wholesaling and retailing; logistics of distribution; channel planning; organizational 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.

**Course Outcomes:**

5. Students will understand the fundamental principles of sales management and be able to formulate personal selling objectives and recruit and train sales personnel.
6. Students will be able to design and administer compensation plans, supervise sales teams, and apply motivational strategies to enhance sales force performance.
7. Students will gain the ability to evaluate sales programs through cost analysis and manage sales force efficiency and effectiveness.
8. Students will demonstrate knowledge of marketing channels, including their structure, functions, and the legal issues surrounding channel management, and will be able to assess the performance of domestic and international marketing channels.

**Suggested Readings:**

6. Anderson, R.: Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall of India, 1992.

7. Anderson, R.: Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice Hall Inc.
8. Buskirk, R. H. and Stanton, W. J.: Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.
9. Dairymple, D. J.: Sales Management: Concepts and Cases, New York, John Wiley, 1989.
10. Johnson, E. M., et al.: 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

**M-408: PLANNING AND MANAGING RETAIL BUSINESS**

**Course Objectives:**

5. To introduce students to the fundamental concepts and forces shaping the retailing system, including economic, social, technological, and competitive factors.
6. To analyze consumer purchase behavior and its cultural and social influences, while understanding the factors that impact retail store location, layout, and customer traffic patterns.
7. To develop an understanding of merchandise planning, including retail pricing, stock management, and promotional strategies to stay ahead of the competition.
8. To explore the role of supply chain management, technology, and various retail formats, including direct marketing, franchising, and emerging trends in the retail sector.

**Course Contents:**

**UNIT I:**

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

**UNIT II:**

Consumer purchase behavior – cultural and social group influence on consumer purchase behavior; retail store location – traffic flow and analysis – population and its mobility – exteriors and layout – customer traffic flows and patterns – 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 and other current and emerging formats – issues and options; retail equity, technology in retailing – retailing through the internet.

**Course Outcomes:**

5. Students will understand the core concepts of the retailing system and be able to analyze how various forces such as social, economic, and technological factors affect retail operations.
6. Students will be able to assess consumer behavior and apply knowledge of store location, layout, and display techniques to optimize customer experience and traffic flow.
7. Students will gain the ability to plan merchandise strategies, manage stock turnover, set retail pricing, and execute promotional activities effectively.
8. Students will demonstrate a comprehensive understanding of supply chain management, the role of technology in retail, and the application of innovative retail formats, including online retailing and direct marketing strategies.

**Suggested Readings:**


6. Diamond, Allen: Fashion Retailing, Delmar Pub., 1993.
7. Diamond, Jay and Gerald Pintel: Retailing, Prentice Hall, NJ, 1996.
8. Drake, Mary Francis, J.H. Spoone, and H. Greenwald: Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
9. Levy, Michael & Barton A. Weitz: Retailing Management, 2nd ed., Irwin, London, 1995.
10. 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

# DETAILED SYLLABUS (M.B.A.)

# (SEMESTER – IV)

# (HUMAN RESOURCESPECIALISATION)

**HR-403: MANAGEMENT OF INDUSTRIAL RELATION**

**Course Objectives:**

1. To provide students with an understanding of the perspectives and socio-economic aspects of industrial relations and their impact on organizational efficiency and performance.
2. To familiarize students with the legal framework governing industrial relations, and the roles and dynamics of trade unions, management, and employees.
3. To equip students with the skills to manage discipline, grievance resolution, negotiation, and collective settlements within an industrial environment.
4. To explore concepts such as participative management, gain-sharing, and the impact of technological change on industrial relations and employee empowerment.

**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.

**Course Outcomes:**

1. Students will understand the perspectives of industrial relations and their connection to the socio-economic environment and the role of the state in industrial relations.
2. Students will be able to analyze the legal framework of industrial relations and understand the roles of trade unions, employees, and management.
3. Students will gain the ability to manage industrial discipline, handle grievance procedures, and effectively participate in negotiation and collective settlements.
4. Students will demonstrate an understanding of participative management practices, employee empowerment, and the influence of technological advancements on industrial relations.

**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, J.R.: The Future of Industrial Relations, New Delhi, Sage, 1994.
4. Popola, T.S. & Rodgers, G.: Labour Institutions and Economic Development in India, Geneva, ILO, 1992.
5. Ramaswamy, E.A.: 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 the course.

**HR-404: PERFORMANCE AND REWARD MANAGEMENT**

**Course Objectives:**

1. To create an understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.
2. To articulate the benefits of using a performance development plan and the consequences of not having one in place.
3. To distinguish the elements of an effective, integrated performance development system.
4. To devise ―SMART‖ annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant, and trackable).
5. To familiarize the students with the concept of competency mapping and understanding its role in career development.
6. To familiarize students with various aspects of the compensation system in India and make them understand various issues linked with the process of fixing salary, dearness allowance, bonus, incentive schemes, and benefits.

**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 the current scenario, Performance Management as a System and Process, Establishing Performance Criteria for developing an Effective Appraisal System, Criteria (KRA, KSA, VS, KPI). Case Studies.

**UNIT II: Managing Performance-** Methods of managing performance at all 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 Scorecard: 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 implications for technical/non-technical and executive/managerial positions, and significance of wage differentials. Case Studies.

**UNIT V: 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.

**Course Outcome:**

1. Knowledge of Performance Management and Performance Appraisal.
2. Competency to understand the importance of Performance Management.
3. Knowledge about the Compensation and Reward Systems.
4. Competency to implement effective reward systems in the organization. **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, Interventions & Drivers, Pearson.
4. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising, McMillan India Ltd.
5. B.D. Singh (2012). Compensation and Reward Management, Excel Books.
6. Robert Bacal (2007). Performance Management, McGraw-Hill Education.
7. T.V. Rao: Performance Management: Towards Organizational Excellence (Sage Publications).


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

## HR-405: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

**Course Objectives:**

1. To understanding of the importance of legal framework in corporate affairs of India
2. To know, how efficient managerial decision making with respect to industrial relations can be made by the understanding of legal aspects

3. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for labour issues in the emerging social context of India. **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, and contract labour; interpretations of labour laws, their working, and implications for management, union, workmen; the economy and the industry.

**Course Outcome:**

1. This course will develop an ability of the students specific to the legal aspects to be implemented in managerial decision making and other steps of their corporate life.
2. It will make the students competent for the job market as the application of laws relating to employments and industrial relations in various organizations are realized while passing the course.
3. It will enable the students to bring the social balance through the legal applications in the companies as the earning capabilities through the private organizations will be enhanced in future-India

**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: MANAGEMENT TRAINING AND DEVELOPMENT**

**Course Objectives:**

1. To provide an in-depth understanding of the training process and its role in Human Resource Development (HRD).
2. To enable participants to effectively manage the organizational training function, including training need assessment, action research, and instructional planning.
3. To familiarize students with various training methods, techniques, and communication tools essential for effective training programs.
4. To develop the ability to evaluate training effectiveness and understand the training and development landscape in India.

**Course Content:**

**UNIT I:**Training process – an overview; role, responsibilities, and challenges to train managers. **UNIT II:**Organization management of the 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. **Course Outcomes:**

1. Students will gain a comprehensive understanding of the training process and the responsibilities and challenges faced by training managers.
2. Students will be able to assess training needs, develop instructional objectives, and effectively manage the training function within organizations.
3. Students will be equipped to design and implement training modules using appropriate methods, techniques, and training aids.
4. Students will acquire the skills to evaluate training programs and apply their knowledge to training and development practices in the Indian context.

**Suggested Readings:**


1. Beunet, Roger E. 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 the course.

## HR-407: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM

**Course Objectives:**

1. To introduce students to the fundamental concepts, goals, and challenges of Human Resource Development (HRD), along with the HRD climate and practices in India.
2. To equip students with strategic HR development techniques, including performance management, talent management, and retention strategies.
3. To provide an understanding of HRD system design principles, leadership development, and intellectual capital management.
4. To familiarize students with HRD interventions, change management, and ethical considerations in mentoring, counselling, and diversity in HRD.

**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, Performance Management, Talent Management, Qualification Management, Retention Management, and Culture Management.

**UNIT III:**

HRD system design principles, Competence management and Leadership Development, Performance Management, Intellectual Capital Development.

**UNIT IV:**

HRD intervention, Change Management, HRD Process model, HRD and organizational learning, Perspective of learning in HRD.

**UNIT V:**

HRD Diversity and Ethics, Mentoring and Counseling, Perspective of learning in HRD.

**Course Outcomes:**

1. Students will gain an understanding of HRD concepts, goals, and challenges, as well as the HRD climate and practices specific to India.
2. Students will develop strategic skills for managing HR development, including controlling performance, managing talent, and creating retention strategies.
3. Students will be able to design HRD systems and apply competence and leadership development strategies within organizations.
4. Students will acquire the ability to manage HRD interventions, facilitate change management processes, and address diversity and ethical issues in HRD, including mentoring and counseling.

**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, B.L. & Sinha, Dhami P. Management of Change Through HRD, New Delhi, Tata McGraw Hill, 1991.

5. Pareek, U. 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 the course.

**HR-408: HUMAN RESOURCE PLANNING AND DEVELOPMENT**

**Course Objectives:**

1. To provide an understanding of the importance of Human Resource Planning (HRP), its processes, models, and techniques for manpower demand and supply forecasting.
2. To equip students with the knowledge and skills needed to conduct HR audits and valuation, including principles and frameworks of HR evaluation.
3. To introduce students to International Human Resource Management (IHRM) and the challenges involved in managing international HR activities, including the role of expatriates.
4. To develop strategic human resource management competencies, focusing on HR analytics, retention strategies, and the use of human resource information systems (HRIS).

**Course Contents:**

**Unit-I:**Human Resource Planning: Importance of HRP, Factor affecting HRP, Planning, Process, Requisites and Barriers to HRP, Models and techniques of manpower demand and supply forecasting

**Unit-II:** HR Audit and Valuation: Need for HR Evaluation, principle of Evaluation, Frame work, approach case discussion

.

**Unit-III:** International Human Resource Management: Comparison Domestics and International, Managing International HR Activities, role of expatriate

**Unit-IV:**Strategic Human Resource Management: Strategic HRM, challenges, Humane resource information system, retention; redeployment and exit strategies

**Unit-V:**HR Analytics: Data Analytics, elements, HR Analytics in practice, Stages, leverage, delivery model,

**Course Outcomes:**

1. Students will be able to understand the significance of HR planning, identify factors affecting HRP, and apply models and techniques for forecasting manpower demand and supply.
2. Students will acquire the ability to conduct HR audits and evaluate the performance of HR activities using established principles and frameworks.
3. Students will gain insight into the differences between domestic and international HR management, and will be able to manage international HR activities and the role of expatriates effectively.

4. Students will develop the skills to apply HR analytics, use HRIS, and devise strategic retention, redeployment, and exit strategies within an organizational context.

**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.

# DETAILED SYLLABUS (M.B.A.)

# (SEMESTER – IV)
# (INFORMATIONTECHNOLOGYSPECIALISATION)

**IT-403: DATABASE MANAGEMENT SYSTEM** **Course Objectives:**

1. To introduce students to the fundamental concepts and applications of database management systems and their role in managing organizational data resources.
2. To provide knowledge of database design models, including the Entity-Relationship (E-R) model, relational models, and other high-end database models.
3. To familiarize students with data integrity constraints, storage strategies, and file organization methods for effective data management.
4. To equip students with the skills to understand and implement database transactions, recovery systems, and concurrency control in database environments.

**Course Contents:**

**UNIT I:**

Introduction: View of data, data model, database layout, storage management, overall system structure.

Model: Designing of E-R database, relational model, high-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 organizations, data dictionary storage.

**UNIT IV:**

Transaction: Concept, transaction state, implementation of atomicity and reliability, concurrency executions, serializability, recoverability, implementation of isolation.

**UNIT V:**

Recovery system: Overview, database architecture overview, parallel database overview, distributed database overview.

## Course Outcomes:

1. Students will be able to understand the core principles of database management systems, including data models, database design, and the overall system structure.

Students will

2. gain proficiency in applying integrity constraints, such as domain constraints and referential integrity, as well as designing triggers and assertions.
3. Students will develop an understanding of storage strategies, including magnetic disks, RAID, and file organization, to manage data storage efficiently.
4. Students will acquire the skills to implement transaction management, ensuring atomicity, concurrency, and recoverability, while also understanding the database recovery system and its architecture.

**Suggested Readings:**


1. Coad, Peter and Edward Yourdon. Object-Oriented Analysis, 2nd ed., Englewood Cliffs, New Jersey, Yourdon Press, 1991.
2. Kroenke, David M. Database Processing: Fundamentals, Design, Implementation, 4th ed., New York, McMillan.
3. McFadden, Fred R. and Hoffer, Jeffrey 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 Databases, Emeryville, California, Ziff-Davis Press, 1993.


**Note:**

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

## IT-404: DATA COMMUNICATION

**Course Objectives:**

1. To introduce students to the fundamental concepts of communication models and protocol architecture, including the OSI and TCP/IP models.
2. To provide an understanding of data transmission concepts, including analog and digital transmission, and various transmission media (guided and wireless).
3. To equip students with knowledge of data link control mechanisms, including flow control, error detection, and error control methods.
4. To familiarize students with multiplexing techniques, switching methods, and LAN technologies, and their practical applications in modern communication systems.

**Course Contents:**

**UNIT I:**

Introduction, communication models, protocol architecture, OSI, TCP-IP.

**UNIT II:**

Data transmission concepts and terminology, analogue 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.

Students will

**UNIT V:**
Circuit switching, packet switching, ATM and Frame Relay, LAN technology, LAN system.

**Course Outcomes:**

1. Students will gain an understanding of the core concepts of communication models and protocol architectures, including the OSI and TCP/IP frameworks.
2. Students will be able to differentiate between analog and digital transmission, understand transmission impairments, and select appropriate transmission media for various applications.
3. acquire the ability to apply data link control techniques such as flow control, error detection, and high-level data link control in data communication systems.
4. Students will develop skills in multiplexing, switching techniques, and LAN technologies, and will understand how to implement these technologies in real-world communication environments.

**Suggested Readings:**

1. William Stallings, Data and Computer Communication, Sixth Edition, PHI Publication.
2. Andrew S. Tanenbaum, Computer Network, 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 the course.

**IT-405: SOFTWAR ENGINEERING Course Objectives:**

1. To introduce students to the Software Development Life Cycle (SDLC), various software development models, and the fundamentals of process and project management.
2. To equip students with skills for effective project planning, including process planning and the development of project planning infrastructure.
3. To provide knowledge on quality planning, risk management, and the use of models for scheduling and defect management in software projects.
4. To familiarize students with project measurement, control techniques, and configuration management for tracking project progress and ensuring quality.

**Course Content:**

**UNITI:** Introduction: SDLC, models of SD, process and project management.

Students will

**UNITII:** Project Planning: Project planning infrastructure, process planning.

**UNITIII:** Effect estimates and scheduler: models, schedule, approach, Quality Planning:

quality concept, CMM, quantitative quality management planning, defect portion planning.

**UNITIV:** Risk Management: risk assessment, risk control.

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

## Course Outcomes:

1. Students will gain an understanding of SDLC models, project management processes, and the role of process management in software development projects.
2. Students will be able to develop effective project plans, including resource scheduling and process planning, to ensure project success.
3. acquire the skills to perform risk assessment, manage risks in projects, and apply quality management concepts like CMM and quantitative quality management.
4. Students will demonstrate the ability to measure project progress, apply project tracking techniques, and implement configuration management to maintain control over project changes and updates.

**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 the course.

**IT-406: SYSTEM ANALYSIS AND DESIGN**

**Course Objectives:**

Students will

1. To familiarize students with the fundamental concepts and strategies of system analysis, including feasibility studies and system development strategies.
2. To equip students with various tools and techniques for determining system requirements, including fact-finding and documentation methods.
3. To provide an understanding of structured analysis development strategies, data flow diagrams (DFD), and methods for describing data within system development.
4. To develop skills in database design and integration, including E-R diagrams, normalization, and database administration.

**Course Contents:**

**UNIT I:**

Introduction: System analysis overview, category of information systems, feasibility study, SDCC (System Development Life Cycle), system development strategy, implementation, and evaluation.

**UNIT II:**

Tools for determining system requirements: Requirement determination, fact-finding techniques, tools for documentation, processing, and decision making.

**UNIT III:**

Structured analysis development strategy: Structured analysis, data flow strategy, evaluation of DFD (Data Flow Diagrams), recording data descriptions.

**UNIT IV:**

Analysis to design transition: Specific application requirements, 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 diagrams, data model, normalization, and database administration.

## Course Outcomes:

1. understand the system analysis process, feasibility studies, and system development strategies, allowing them to evaluate and implement information systems.
2. Students will be able to use various tools and techniques to determine system requirements and create documentation for system analysis and design.
3. Students will develop the ability to analyze systems using structured analysis methods, data flow diagrams, and record data descriptions for system development.
4. Students will gain proficiency in designing databases, utilizing E-R diagrams, performing normalization, and managing database integration within information systems. **Suggested Readings:**


1. James A. Senn, Analysis & Design of Information Systems, 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 Cliffs, New Jersey, Yourdon Press, 1991.
4. Hawryszkiewyez, I.T., 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 the course.

Students will

**IT-407: INFORMATION SECURITY**

**Course Objectives:**

1. To introduce students to the fundamental need for security, different security approaches, and the principles of security in information systems.
2. To provide an understanding of cryptographic techniques, including encryption, decryption, and both symmetric and asymmetric key systems.
3. To familiarize students with symmetric key cryptographic algorithms such as DES, IDEA, RC5, Blowfish, and AES, as well as asymmetric key algorithms like RSA and digital signatures.
4. To develop knowledge of Public Key Infrastructure (PKI), digital certificates, and private key management, ensuring secure communication in information systems.

**Course Contents:**

**UNIT I:**

Introduction: Need for security, security approaches, principles of security, risks to information systems.

Security: Physical security, logical security, threats to security.

**UNIT II:**

Cryptographic Techniques: Plain text and cipher text, substitution techniques, transposition techniques, encryption and decryption, symmetric and asymmetric key, steganography, key range and key size, possible types of attacks.

**UNIT III:**

Computer-based Symmetric Key Cryptographic Algorithms: Introduction, algorithm types, and models.

Overview of symmetric key cryptography, Data Encryption Standard (DES), IDEA, RC5, Blowfish, AES.

Students will

**UNIT IV:**

Computer-based Asymmetric Key Cryptographic Algorithms: Introduction, RSA algorithm, digital signature, knapsack algorithm.

**UNIT V:**

Public Key Infrastructure (PKI): Digital certificate, private key management, PKCS, XML, PKI, and security.

## Course Outcomes:

1. Students will be able to understand and identify the different security threats and approaches needed to protect information systems, both physically and logically.
2. Students will gain proficiency in cryptographic techniques, understanding how encryption and decryption work, and applying symmetric and asymmetric keys to secure data.
3. Students will acquire the ability to implement various cryptographic algorithms, including symmetric key algorithms (DES, Blowfish) and asymmetric algorithms (RSA), and understand their significance in securing data.
4. Students will develop the skills to manage Public Key Infrastructure (PKI), handle digital certificates, and implement private key management systems to ensure secure communication and data protection.

**Suggested Readings:**

1. Cryptography and Network Security by 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 the course

**IT-408: E-COMMERCE AND CYBER LAW**

**Course Objectives:**

1. To provide an understanding of the fundamental concepts and models of E-commerce, as well as its current status in India.
2. To familiarize students with the technology infrastructure needed for E-commerce, including electronic data interchange, internet protocols, and security challenges.
3. To introduce students to the concept of cybercrime, focusing on the risks involved in building E-commerce infrastructure and addressing payment process fraud in India and globally.
4. To provide knowledge of Cyber Law, including the legal frameworks governing E- commerce, such as the IT Act 2000, UNCITRAL model law, and other relevant regulations in India.

**Course Contents:**

**UNIT I:**

E-commerce Overview: Introduction, models of e-commerce, e-commerce status in India.

**UNIT II:**

Students will

Technology for E-commerce: Electronic Data Interchange, internet protocols, security, internet security protocols, challenges in e-commerce.

**UNIT III:**
Cybercrime: Building e-commerce infrastructure, cybercrime in India and abroad, payment process fraud.

**UNIT IV:**
Cyber Law: E-commerce legal framework, UNCITRAL model law, taxing issues.

**UNIT V:**
IT Act 2000, TRAI, Indian Telegraph Act 1885, The Reserve Bank Act 1934.

## Course Outcomes:

1. Students will gain a comprehensive understanding of E-commerce models and will be able to analyze the current status of E-commerce in India.
2. Students will develop the skills to work with E-commerce technologies, including electronic data interchange, internet protocols, and security protocols, to address challenges in the E-commerce environment.
3. Students will understand the risks associated with cybercrime and will be able to identify, analyze, and address payment fraud and other security threats in E-commerce infrastructures.
4. Students will acquire knowledge of the legal frameworks surrounding E-commerce and Cyber Law, including the IT Act 2000, UNCITRAL model law, and other relevant legal issues, ensuring compliance with laws and regulations.

**Suggested Readings:**


1. Enterprise Electronics and Mobile Commerce, V.K. Jain, CyberTech Publications.
2. Cyberlaws, 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 the course.

# DETAILED SYLLABUS (M.B.A.)
# (SEMESTER – III)

Students will

# (PRODUCTION AND OPERATIONS SPECIALISATION)

## PO-403: PURCHAING & MATERIALS MANAGEMENT

**Objectives**

The key objective of this course is to acquaint the students with decision making for effective and efficientpurchase, storage and flow of materials in manufacturing and service organisations, cost-reduction techniquesinpre-purchase,purchaseandpost-purchasesystems;modernmaterialplanninganddeliverysystemslikeMRPand JITand material handlingand logisticssystems.

**Coursecontents**

**Unit-I:**Roleofpurchasingandmaterialsmanagement–

objectives,organisationsandinterrelationships,determinationanddescriptionofmaterialquality, materialplanninginpushandpullsystem,MRPandJIT. **Unit-II:**Determinationanddescriptionofmaterialquality– receivingandincomingqualityinspection,acceptancesamplingplans,vendor- processcapability;cost-reductiontechniques–standardization,simplificationand varietyreduction;valueanalysisand engineering.

**Unit-III:** Make or buy decisions, purchasing research, sources of supply, price determination and negotiationvendorrating,selectionanddevelopment,legalaspectsofpurchasing,publicpurchasing andtendering;internationalpurchasing– proceduresanddocumentation.

**Unit-IV:** Purchasing of capital equipment – appraisal methods, evaluating suppliers' efficiency, stores layout,classification and codification; material logistics – warehousing management, material handling, traffic andtransportation,disposal ofscrap,surplusand obsoletematerials.

**Unit-V:**Inventorycontrolofspareparts,materialinformationsystem.

**SuggestedReadings:**


1. AnsariAandModarressB.JITPurchasing,NewYork,FreePress,1990.
2. BailyP.etc.PurchasingPrinciplesandManagement,London,Pitman,1994.
3. Burt,DavidN.ProactiveProcurement,EnglewoodCliffs,NewJersey,PrenticeHallInc.,1994.
4. Dobler,D.W.etc.PurchasingandMaterialsManagement, NewYork,McGrawHill,1990.
5. Dutta,A.K.IntegratedmaterialsManagement,NewDelhi,PHI,1986.


Thelistofcasesandspecificreferencesincludingrecentarticleswillbeannouncedintheclassatthetimeo flaunchingofthecourse.

## PO-404: TOTAL QUALITY MANAGEMENT

**Objectives**

Students will

The objectives of the course is to acquaint the students with to make clear to candidates the basic concept ofTotal Quality (TQ) from design assurance to service assurance; to give emphasis on International QualityCertification system – ISO 9000 and other standards and their applicability in design manufacturing qualitycontrol and services, to closely interlink management of quality, reliability and maintainability for total productassurance;to focuson quality ofservicesincontemporaryenvironment.

**CourseContents** **Unit-I:**Basicconceptoftotalquality(TQ);evolutionoftotalqualitymanagement;componentsofTQloop;conceptualapproachto S.Q.C.acceptancesampling andinspection plans.

**Unit-II:**statisticalprocesscontrol;processcapabilitystudies;humanisticaspectsofTQM;managementofQ.C.andZ.D. programmes;quality improvementteams;Q-7tools.

**Unit-III:** Quality costs, Taguchi loss function; functional linkage of quality with reliability and maintainability.**Unit-**

**IV:**Failureanalysis;(ETA/FMEA)andoptimummaintenancedecisions;totalproductivemaintena nce(TPM).

**Unit-V:**Qualityaudits;leadassessmentandISO–

9000standards;marketingaspectstoT.Q.;totalqualityofservices;total quality and safety;six sigma.

**SuggestedReadings**


1. Carruba,EugeneRandGorden,RonaldD.ProductAssurancePrinciples:IntegratingDesign Assurance&quality Assurance, NewYork, McGrawHill, 1991.
2. Grant,Eu- geneLandLeaveworth,Richards,StatisticalQualitycontrol,McGrawHill,NewYork,1991.
3. IresonW.G.andCoombas,CP.HandbookofReliabilityengineering&management,NewY ork,McGrawHill, 1988.
4. Lochner,RobertH.AndMatar,JosephE.DesigningforQuality,London,chapman&Hill,1990 .
5. Pike,JohnandBarnes,Richard,TQMinAction,London,chapman&Hill,1994.


Thelistofcasesandspecificreferencesincludingrecentarticleswillbeannouncedintheclassatthetimeo flaunchingofthecourse.

## PO-405: PRODUCTION PLANNING AND CONTROL

**Course Objectives:**

1. To provide an understanding of the key functions of production planning and control, including material requirement planning.
2. To develop the ability to analyze production-inventory systems and apply forecasting techniques for inventory and production control.
3. To familiarize students with aggregate planning, job shop scheduling, and control methods, including just-in-time production techniques.

Students will

4. To equip students with knowledge of high-volume production planning, line balancing, and the use of computers and ERP systems in production planning and control.

**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 of computers; ERP.

**Course Outcomes:**

1. Students will gain a solid understanding of production planning and control functions and will be able to apply material requirement planning effectively.
2. Students will be able to analyze and optimize production-inventory systems, and forecast inventory needs to enhance production control.
3. Students will acquire the skills to create aggregate production plans, schedule jobs efficiently, and implement just-in-time production strategies.
4. Students will demonstrate proficiency in line balancing, handling high-volume production planning, and using ERP systems for production management.

**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. McLeavey, Dennis W. and Narasimhan, S.L. Production and Inventory Control, Boston, Allyn and Bacon, 1985.
5. Peterson, R. and Silver, E.A. 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 the course.

Students will

**PO-406: APPLIED OPERATIONS RESEARCH**

**Course Objectives:**

1. To introduce students to the principles of parametric and sensitivity analysis, and inventory control models under uncertainty for effective decision-making.
2. To familiarize students with applied queuing models and network models, and their applications in operations research.
3. To provide an understanding of non-linear optimization techniques, including quadratic programming, and their use in solving complex problems.
4. To equip students with knowledge of dynamic programming, portfolio management, and replacement models, and their application in practical scenarios.

**Course Contents:**

**UNIT I:**

Parametric and sensitivity analysis; inventory control models under uncertainty.

**UNIT II:**

Applied queuing models; network models.

**UNIT III:**

Non-linear optimization techniques; quadratic programming.

**UNIT IV:**

Portfolio management problem; replacement models and policies.

**UNIT V:**

Dynamic programming; reliability models.

**Course Outcomes:**

1. Students will develop a comprehensive understanding of parametric and sensitivity analysis, and will be able to apply inventory control models in uncertain environments.
2. Students will be able to analyze and solve problems using applied queuing models and network models to optimize operational processes.
3. Students will gain proficiency in using non-linear optimization techniques, including quadratic programming, to solve complex decision-making problems.
4. Students will be capable of applying dynamic programming, managing portfolios, and utilizing replacement models and policies in real-world operational scenarios. **Suggested Readings:**


1. Ahuja, A.K., et al. Network Flows, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
2. Gould, F.J., et al. Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Gupta, M.P. 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.

Students will

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

**PO-407: SUPPLY CHAIN MANAGEMENT**

**Course Objectives:**

1. To provide students with a comprehensive understanding of the objectives, decision phases, and strategies involved in supply chain management, and how to achieve strategic fit.
2. To equip students with the skills to design and optimize supply chain networks, including understanding the role of distribution and network design decisions, and the impact of e- business.
3. To develop students' abilities to plan demand and supply, manage inventories, and implement appropriate replenishment policies while understanding the role of forecasting and IT in supply chain management.
4. To introduce students to transportation network design, sourcing strategies, and the trade- offs in transportation options, including the role of 3rd and 4th Party Logistics (PLs) in the supply chain.

**UNIT I** Introduction to Supply Chain Management- Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing.

**UNIT II** Designing the Supply Chain Network- Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modeling for supply chain.

**UNIT III** Planning Demand and Supply- Role of forecasting – demand forecasting – approaches – role of IT. Planning and Managing Inventories- Safety inventory and its appropriate level – impact of supply uncertainty, aggregation and replenishment policies.

**UNIT IV** Transportation Networks and Sourcing- Role of transportation – modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation. Sourcing – In-house or Outsource – 3 rd and 4th PLs – supplier scoring and assessment.

**UNIT V** Coordination in a Supply Chain- Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levels – building partnerships and trust – continuous replenishment and vendor-managed inventories – collaborative planning, forecasting and replenishment.

**Course Outcomes:**

1. Students will be able to understand the strategic objectives of supply chain management and the importance of aligning supply chain strategies with competitive strategies, while identifying supply chain drivers and obstacles.
2. Students will gain the ability to design effective distribution networks and optimize supply chain networks, taking into account factors such as e-business, network design decisions, and modeling techniques.
3. Students will acquire skills in demand forecasting, inventory management, and replenishment policy formulation, enabling them to manage supply uncertainty and safety inventory effectively.
4. Students will demonstrate the ability to analyze and design transportation networks, make informed sourcing decisions (in-house vs. outsourcing), and apply collaborative planning and replenishment techniques to enhance supply chain coordination. **Suggested Readings:**

Students will


1. Sunil Chopra And Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Phi, 4th Edition, 2010.
2. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management a Balanced Approach, Thomson Press, 2005.
3. Coyle, Bardi, Longley, The Management of Business Logistics – A Supply Chain Perspective, Thomson Press, 2006. Jeremy F Shapiro, Modeling the Supply Chain, Thomson Duxbury 2002.


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

**PO-408: ANALYTICS**

**Course Objectives:**

1. To introduce students to Multi-Criteria Decision Making (MCDM) techniques, their applications, advantages, and limitations in real-world decision-making, as well as benchmarking and performance measurement.
2. To equip students with the knowledge and skills to apply advanced MCDM techniques such as Data Envelopment Analysis (DEA), Fuzzy DEA, and their practical applications.
3. To familiarize students with qualitative MCDM techniques, including Analytical Network Process (ANP), Analytical Hierarchy Process (AHP), and Fuzzy AHP, for complex decision-making scenarios.
4. To provide a comprehensive understanding of various decision-making techniques like ELECTRE, TOPSIS, VIKOR, PROMETHEE, Weight Sum Method (WSM), Weight Product Method (WPM), and other approaches used for optimizing and ranking alternatives.

**Course Contents:**

**Unit I:** Introduction to MCDM: Introduction to MCDM technique and its application, advantage and limitations of MCDM, Benchmarking, performance measurement

**Unit II:** Techniques of MCDM: Data envelopment analysis, Fuzzy DEA and its application

**Unit III:** Qualitative study: Analytical Network Process (ANP), Analytical Hierarchy Process (AHP), and its application, Fuzzy AHP

**Unit IV:** Elimination et Choix Traduisant la REalité (Elimination Et Choice Translating Reality) (ELECTRE), Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS), VIseKriterijumskaOptimizacija I KompromisnoResenje (VIKOR), Preference Ranking

Organization Method for Enrichment of Evaluations (PROMETHEE),

**Unit V:** Weight Sum Method (WSM), Weight Product Method (WPM), Measuring Attractiveness by a Categorical Based Evaluation Technique (MACBETH), Potentially All Pairwise Ran Kings of all possible Alternatives (PAPRIKA) **Course Outcomes:**

1. Students will gain an understanding of MCDM techniques and be able to analyse their advantages, limitations, and applications in performance measurement and benchmarking.
2. Students will develop the ability to apply Data Envelopment Analysis (DEA) and Fuzzy DEA techniques for evaluating decision-making efficiency in various domains.
3. Students will acquire proficiency in utilizing qualitative methods like ANP, AHP, and Fuzzy AHP to solve complex, hierarchical decision problems.

Students will

4. Students will demonstrate the ability to apply advanced MCDM techniques such as ELECTRE, TOPSIS, VIKOR, and PROMETHEE, along with weighting methods like WSM, WPM, and MACBETH, to optimize and rank multiple alternatives in decision- making processes.

**Suggested Readings:**


1. James O. Berger, Statistical Decision Theory and Bayesian Analysis, 1985, Springer, ISBN: 978-1-4757-4286-2.
2. Peter C. Fishburn, The Foundations of Expected Utility, Springer, 1982, ISBN (13): 978- 94-017-3329-8
3. Thomas L. Saaty, Luis G. Vargas and Kevin P. Kearns, The Logic of Priorities: Analytical Planning: The Organization of Systems, RWS Publications, 1991, ISBN (13): 978- 1888603071.
4. R. Steuer, Multiple Criteria Optimization: Theory, Computation and Application, John Wiley & Sons, 1985, ISBN (10): 047188846X/ISBN (13): 978-0-471-88846-8.
5. Zilany, Milan, Multi Criteria Decision Making, McGraw Hill Book Company, 1982, ISBN (10): 0-07-072795-3.


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

# DETAILED SYLLABUS (M.B.A.)

# (SEMESTER – IV)

# (INSURANCE AND RISK MANAGEMENT SPECIALISATION)

### IRM-403: PRINCIPLE AND PRACTICE OF LIFE AND GENERAL INSURANCE

**Course Objectives:**

1. To provide students with a thorough understanding of the origin, development, and principles of life and general insurance.

Students will

2. To equip students with knowledge of the elements involved in the computation of assurance premiums, risk classification, and the principles of utmost good faith in insurance.
3. To familiarize students with various life insurance plans, the application process, and the required insurance forms.
4. To offer insight into the practices of underwriting, rating, and claims settlement procedures in both life and general insurance.

**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, types of general insurance.

**UNIT V:**

Underwriting and rating practices, claims practice, and procedures.

## Course Outcomes:

1. Students will develop a clear understanding of the origin, principles, and products of life and general insurance, as well as the services associated with these products.
2. Students will gain the ability to compute assurance premiums, classify risks, and apply the principles of utmost good faith in insurance scenarios.
3. Students will acquire knowledge of the different life insurance plans, the process of application and acceptance, and the use of appropriate insurance forms.
4. Students will understand the underwriting and rating practices, as well as the claims settlement procedures, enhancing their ability to manage the operational aspects of life and general insurance.

**Suggested Readings:**


1. Gupta P.K. Fundamentals 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 the course.

Students will

**IRM-404: FINANCE FOR INSURANCE**

**Course Objectives:**

1. To provide students with a fundamental understanding of the Indian financial system, including financial markets, instruments, and regulatory frameworks.
2. To equip students with knowledge about the concepts of the time value of money, and the calculation of present and future values, helping them understand the financial management process.
3. To introduce students to the various types of annuities, including elementary and general annuities, and their application in financial decisions.
4. To familiarize students with the valuation of bonds and equity shares, including concepts like bond pricing, yield determination, and amortization schedules.

**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 their valuation; callable bonds and their valuation; determination of various types of yields; valuation of equity shares; bonus issue and equity.

## Course Outcomes:

1. Students will gain a comprehensive understanding of the Indian financial system and the regulatory authorities that govern financial markets and instruments.
2. Students will be able to calculate and analyze the time value of money, as well as apply concepts such as simple and compound interest in financial decision-making.

Students will

3. Students will develop the ability to compute various annuities, including continuous and varying annuities, and apply these concepts to real-world financial problems.
4. Students will acquire skills in the valuation of bonds and equity shares, understand different types of yields, and be able to determine the price of bonds and assess their premium, discount, and par values.

**Suggested Readings:**


1. Pandey, I.M. Financial Management, 10th ed., Vikas 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 the course.

## IRM-405: HEALTH AND PERSONAL ACCIDENT INSURANCE Course Objectives:

1. To provide students with a comprehensive understanding of the economics of healthcare and the role of health insurance providers in India.
2. To familiarize students with individual health insurance policies, including disability insurance, long-term care plans, and taxation aspects.
3. To introduce students to accident insurance and related products, such as overseas travel insurance, and to cover issues related to critical illness, domiciliary treatment, and hospitalization.
4. To equip students with knowledge of health insurance underwriting, including premium rate variables, individual and group policy underwriting, and claims settlement procedures.

**Course Contents:**

**UNIT I:**

Economics of healthcare – healthcare 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 – hospitalization.

**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:**

Students will

Health insurance proposal forms – claim forms – claims documentation – different methods of claim settlement – third-party administration – IRDA regulations on health insurance.

## Course Outcomes:

1. Students will gain a thorough understanding of the healthcare environment in India, the principles of medical insurance, and the role of health insurance providers.
2. Students will be able to analyze and explain various health insurance products, including disability insurance, long-term care plans, and their associated taxation aspects.
3. Students will acquire knowledge of accident insurance, overseas travel insurance, and the processes related to critical illness, domiciliary treatment, and hospitalization coverage.
4. Students will develop the ability to assess health insurance underwriting factors, determine premium rates, and effectively navigate claims settlement processes, including third-party administration and IRDA regulations.

**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 the course.

### IRM-406: DATA MINING TECHNIQUE

**Course Objectives:**

1. To provide a comprehensive understanding of data warehousing, its architecture, and multidimensional data models, along with OLAP operations and backend processes.
2. To introduce students to data mining concepts, techniques, and tools, focusing on association rules and various algorithms used for discovering patterns and relationships in large datasets.
3. To familiarize students with clustering techniques, decision tree algorithms, and their application in real-world scenarios, including partitioning and hierarchical clustering.
4. To equip students with knowledge of advanced data mining techniques such as neural networks, genetic algorithms, and support vector machines for developing business intelligence and CRM solutions.

**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, methods to discover association rules, apriori 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,

Students will

incremental algorithm, border algorithm, generalized 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 pre-sorting, rainforest, approximate methods (CLOUDS, BOAT), pruning technique, integration of pruning and construction.

**UNIT V:**Other Techniques: Introduction, what is a neural network, learning in NN, unsupervised learning, data mining using NN, genetic algorithms, support vector machines.

**Course Outcomes:**

1. Students will gain a strong foundation in data warehousing concepts and architecture, enabling them to understand and implement OLAP operations and data warehousing processes.
2. Students will develop the ability to apply various data mining techniques and algorithms, such as association rules, to discover patterns and insights from large datasets.
3. Students will acquire skills in applying clustering techniques and decision tree algorithms to solve complex data mining problems and enhance decision-making processes.
4. Students will be proficient in using advanced data mining techniques, including neural networks and genetic algorithms, to develop business intelligence solutions and improve customer relationship management.

**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. Anahlory, 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 Ttsur, 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 the course.

## IRM-407: ACTUARIAL MATHEMATICS Course Objectives:

1. To introduce students to the foundational concepts of life insurance, survival models, and life tables, enabling themto understand the principles of life and general insurance.

Students will

2. To provide knowledge on the valuation of insurance benefits, annuities, and premium calculations, including net and gross premiums and their applications in insurance products.
3. To equip students with the skills to assess policy values, multiple state models, and develop an understanding of policy alterations, joint life benefits, and decrement models.
4. To familiarize students with pension mathematics, interest rate risks, and option pricing methods used in emerging insurance products like equity-linked insurance and embedded options.

**Course Contents:**

**UNIT I:**Introduction to life insurance: life insurance contracts, annuity contracts, pension benefits, mutual and proprietary insurers. Survival models: future lifetime, survival function, force of mortality, actuarial notation, curtate future lifetime.Life table and selection: life tables, fractional age assumptions, survival models for life insurance policyholders, 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 at 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.

## Course Outcomes:

1. Students will gain an understanding of life insurance contracts, annuity products, and survival models, and apply life table techniques in insurance policy evaluation.
2. Students will develop the ability to calculate various types of insurance benefits and premiums, including annuity functions, net premiums, and gross premiums for life and general insurance products.
3. Students will be able to analyze policy values for different types of insurance policies, assess multiple state models, and use Kolmogorov's equations to calculate policy values and premiums.

Students will

4. Students will demonstrate proficiency in using actuarial mathematics for pension planning, interest rate risk assessment, and applying option pricing models such as the Black-Scholes-Merton model in equity-linked insurance products.

**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. Neill, 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 the course.

## IRM-408: RISK MANAGEMENT & LIFE INSURANCE UNDERWRITING Course Objectives:

1. To introduce students to the concept of risk, hazard, and peril, along with the processes of risk management and tools used for risk perception and analysis.
2. To provide students with an understanding of risk evaluation methods, including the concept of probability, valuation of risk, and determining the sum insured.
3. To equip students with knowledge of risk control methods, including loss prevention, risk retention techniques, and risk transfer mechanisms.
4. To familiarize students with the fundamentals of insurance underwriting, including pricing, underwriting processes, and guidelines.

**Course Contents:**

**UNIT I:**

Introduction to the 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; organization charts, flow charts, accounting methods, exposure analysis, checklists, 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:**

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 V:**

Students will

Significance of pricing fundamentals; underwriting basics; organization of underwriting; underwriting philosophy & guidelines.

## Course Outcomes:

1. Students will be able to identify and analyze risks, hazards, and perils using various risk perception tools such as flow charts, exposure analysis, and safety audits.
2. Students will develop the ability to evaluate risks through probability assessment, determine the sum insured, and understand the importance of risk valuation in life insurance.
3. Students will gain an understanding of risk control processes, loss prevention strategies, and the use of risk retention and transfer mechanisms to mitigate potential losses.
4. Students will demonstrate proficiency in insurance underwriting, including understanding underwriting philosophies, pricing fundamentals, and following underwriting guidelines in life insurance.

**Suggested Readings:**


1. Gupta, P.K. Fundamentals 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.