

**School of Management Studies,
Kavayitri Bahinabai Chaudhari
North Maharashtra University, Jalgaon**

॥अंतरी पेटवू ज्ञानज्योत॥



'A' Grade
NAAC Re-Accredited
(3rd Cycle)

Syllabus for

**P.G. Department of Management
(Under Academic Flexibility)**

M. B. A. (I & II Year)
(With Effect from June 2019)

**Choice Based Credit System
(Outcome Based Curriculum)**

Faculty of Commerce and Management

2019-21

Summary of Distribution of Credits under CBCS Scheme
For
Master of Business Administration
School of Management Studies
[University Campus under Academic Flexibility w.e.f. 2019-20]

Sr.No	Type of course	Sem I	Sem II	Sem III	Sem IV
01	Core	16	24	12	12
02	Skill based	12	04		
03	School Elective	--	--	16	12
04	Project	--	--		04
05	Audit	02	02	02	02
06	Total Credits	30	30	30	30

Subject Type	Core	Skill based	School Elective	Project	Audit	Total
Credits	64	16	28	04	08	120

Total Credits = 120

Kavayitri Bahinabai Chaudhari
North Maharashtra University, Jalgaon

(NACC Accredited 'A' Grade University)

School of Management Studies

MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

(FACULTY OF COMMERCE & MANAGEMENT)

(Under Academic Flexibility)

COURSE STRUCTURE WITH CREDIT

Semester I					
			Maximum Marks		
Paper	Paper Name	Credits	Internal	External	Total
101	Management Science –I	4	40	60	100
102	Accounting For Management	4	40	60	100
103	Organizational Behaviour	4	40	60	100
104	Basic Economics for Management	4	40	60	100
105	Quantitative Techniques	4	40	60	100
106	Computer applications in Business	4	40	60	100
107	Communication Skill	4	40	60	100
Semester II					
201	Management Science-II	4	40	60	100
202	Management Accounting & Financial Management	4	40	60	100
203	Marketing Management	4	40	60	100
204	Human Resource Management	4	40	60	100
205	Operations & Material Management	4	40	60	100
206	Advance Research Methods	4	40	60	100
207	Ethical Practices in Business	4	40	60	100
Semester III					
301	Strategic Management	4	40	60	100
302	Business Law-I	4	40	60	100
303	Current Business Scenario	4	40	60	100
304	Specialization I	4	40	60	100
305	Specialization II	4	40	60	100
306	Specialization III	4	40	60	100
307	Specialization IV	4	40	60	100
Semester IV					
401	International Business Management	4	40	60	100
402	Business Law-II	4	40	60	100
403	Management Information System and E-Commerce	4	40	60	100
404	Specialization I	4	40	60	100
405	Specialization II	4	40	60	100
406	Specialization III	4	40	60	100
407	Specialization IV (Project Viva-Voce)	4	50	50	100
Total		112			2800

School of Management Studies
Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon
M.B.A. Course Structure (w. e. f. 2019-20)

Semester-I

Course Code	Course Type	Title of the Course	Contact hours/week			Distribution of Marks for Examination						Credits
						Internal		External		Total		
			Th(L)	Pr	Total	Th	Pr	Th	Pr	Th	Pr	
MBA-101	Core	Management Science –I	04	--	04	40	--	60	--	100	--	04
MBA-102	Skill Based	Accounting for Management	04	--	04	40	--	60	--	100	--	04
MBA-103	Core	Organizational Behavior	04	--	04	40	--	60	--	100	--	04
MBA-104	Core	Basic Economics for Management	04	--	04	40	--	60	--	100	--	04
MBA-105	Skill Based	Quantitative Techniques	04	--	04	40	--	60	--	100	--	04
MBA-106	Core	Computer applications in Business	04	--	04	40	--	60	--	100	--	04
MBA-107	Skill Based	Communication Skill	04	--	04	40	--	60	--	100	--	04
AC-101	Audit Course	Practicing Cleanliness		02	02		100	--	--	--	100	02

Semester-II

Course Code	Course Type	Title of the Course	Contact hours/week			Distribution of Marks for Examination						Credits
						Internal		External		Total		
			Th(L)	Pr	Total	Th	Pr	Th	Pr	Th	Pr	
MBA-201	Core	Management Science-II	04	--	04	40	--	60	--	100	--	04
MBA-202	Skill Based	Management Accounting & Financial Management	04	--	04	40	--	60	--	100	--	04
MBA-203	Core	Marketing Management	04	--	04	40	--	60	--	100	--	04
MBA-204	Core	Human Resource Management	04	--	04	40	--	60	--	100	--	04
MBA-205	Core	Operations & Material Management	04	--	04	40	--	60	--	100	--	04
MBA-206	Core	Advance Research Methods	04	--	04	40	--	60	--	100	--	04
MBA-207	Core	Ethical Practices in Business	04	--	04	40	--	60	--	100	--	04
AC-201/2/3/4	Audit Course	Choose one out of four (AC-201/202/203/204) (Personality and Cultural Development Related)	--	02	02	100	--	--	--	100	--	02

List of Audit courses to be offered in Semester-II:

AC-201 (A): Soft Skills

AC-201 (B): Practicing Sports Activities

AC-201 (C): Practicing Yoga

AC-201 (D): Introduction to Indian Music

Semester-III

Course Code	Course Type	Title of the Course	Contact hours/week			Distribution of Marks for Examination						Credits
						Internal		External		Total		
			Th(L)	Pr	Total	Th	Pr	Th	Pr	Th	Pr	
MBA-301	Core	Strategic Management	04	--	04	40	--	60	--	100	--	04
MBA-302	Core	Business Law-I	04	--	04	40	--	60	--	100	--	04
MBA-303	Core	Current Business Scenario	04	--	04	40	--	60	--	100	--	04
MBA-304	Skill Based Elective	Choose ANY ONE Specialization as Elective A- Finance, B- Marketing, C- Human Resource Management, D- Operations	04	--	04	40	--	60	--	100	--	04
MBA-305			04	--	04	40	--	60	--	100	--	04
MBA-306			04	--	04	40	--	60	--	100	--	04
MBA-307			04	--	04	40	--	60	--	100	--	04
AC-301/302	Audit Course	Choose one out of four (AC-301/302) (Technology + value added course)	--	02	02	100	--	--	--	100	--	02

List of Audit courses to be offered in Semester-III:

AC-301 (A): Computer Skills

AC-301 (B): Cyber Security

AC-301(C): Fundamental of Start-ups

AC-301(D): Digital Marketing

Semester-IV

Course Code	Course Type	Title of the Course	Contact hours/week			Distribution of Marks for Examination						Credits
						Internal		External		Total		
			Th(L)	Pr	Total	Th	Pr	Th	Pr	Th	Pr	
MBA-401	Core	International Business Management	04	--	04	40	--	60	--	100	--	04
MBA-402	Core	Business Law-II	04	--	04	40	--	60	--	100	--	04
MBA-403	Core	Management Information System and E-Commerce	04	--	04	40	--	60	--	100	--	04
MBA-404	Skill Based Elective	Selected Specialization as Elective in Sem-III A- Finance, B- Marketing, C- Human Resource Management, D- Operations	04	--	04	40	--	60	--	100	--	04
MBA-405			04	--	04	40	--	60	--	100	--	04
MBA-406			04	--	04	40	--	60	--	100	--	04
MBA-407	Skill Based	Summer Internship Project Viva-Voce	--	04	04	--	50	--	50	--	100	04
AC-401/402	Audit Course	Choose one out of four (AC-401/402) (Professional and Social + value added course)	02	--	02	100	--	--	--	100	--	02

List of Audit courses to be offered in Semester-IV:

AC-401 (A): Human Rights

AC-402 (B): Current Affairs

AC-401(C): Modelling Business Plan

AC-401(D): Stock Market Trading

Program at a Glance

Name of the program (Degree)	: M. B. A.
Faculty	: Commerce & Management
Duration of the Program	: Two years (four semesters)
Medium of Instruction and Examination	: English
Exam Pattern and 40 marks continuous internal departmental exam/assessment)	: 60 : 40 (60 marks University exam
Passing standards (separate head of passing)	: 40% in each exam separately
Evaluation mode	: CGPA
Total Credits of the program	: 112 (Including 4 credits of project/dissertation, 28 skill base electives)

PROGRAMME OBJECTIVES FOR M. B. A. PROGRAM:

- 1) To impart management education to the rural and tribal student for improving their business and employment opportunities.
- 2) To enable the student to acquire managerial skills as per the requirement of corporate.
- 3) To propagate entrepreneurial instinct so as to create employment opportunities among the management students.
- 4) To make the students acquainted with management disciplines for gaining professional & Knowledge based experience to excel in desire domain.

PROGRAM OUTCOMES (PO) FOR M. B. A. PROGRAM:

Upon successful completion of the M.Sc. program, student will be able to:

PO No.	PO	Cognitive level
PO1	Students understand nuances of business management dynamics	2
PO2	Students shall be able to execute the managerial skills at corporate level	3
PO3	Social and economic development occurs through entrepreneurial education	6

**School of Management Studies,
P.G. Department of Management
Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon**
(Grade 'A' NAAC Re-Accredited)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: First Year M.B.A. (W.E.F. June-2019)

Paper: 101: Management Science-I

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 60 hours

Course Objectives:

- To get in-depth knowledge in various functions of Management.
 - Understanding the knowledge about different motivation theories.
 - Discuss the importance of ethics and its role in understanding the individual behaviour.
 - Identify the steps in planning process and explain the relationship between planning and strategy.
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1. Basics of Management and its Principle

1.1 Meaning & definition of Management, Nature & Characteristics, Management Functions Need for Management Principles.

1.2 Management: Art and Science & as a Profession, Management Vs Administration, Levels of Management & their respective functions, Role of Manager's and Challenges of today's Manager.

1.3 Evolution of Management thoughts: Early approaches to management, Classical approach, Behavioural approach, Quantitative approach, Modern approaches to Management and Emerging approaches in Management thoughts.

1.4 Social and Ethical Responsibilities of management: Globalization & Management, Challenges before Indian Managers, Social Responsibilities of management, Social Stakeholders- Measuring Social responsiveness- Managerial Ethics.

2. Planning and MBO

2.1 Fundamentals of Planning: Introduction, Definition, Nature, Objective and Significances of Planning, Key factors to planning, Types of Plans, Process of Planning, Prerequisites for effective planning, Environmental constraints.

2.2 Management by Objectives: Introduction, Nature of objectives, the Process of MBO, Benefits of MBO, Limitations of MBO, Making MBO effective.

3. Managerial Decision- Making

3.1 Introduction, Significance and Limitations of Rational Decision-making, Steps in decision-making process, Types of Managerial decisions, Decision making under certainty, uncertainty & risk.

3.2 Management Information System (MIS) & Decision Support System (DSS), Decision Making techniques.

4. Organizing:

4.1 Fundamentals of Organizing: Introduction-Definition of Organizing- Benefits of organizing, Traditional perspective on organizing –Close system vs open system, Formal vs Informal organization, Span of management, Process of Organizing.

4.2 Strategic Organization Structure: Introduction, Designing organizational structures,

4.3 Departmentation: need, importance & bases of Departmentation.

Effective Organizing and Organizational Culture: Ensuring understanding of Organizational structure and organizational culture.

5. Directing & Controlling:

- 5.1 Meaning and Nature of Direction. Importance & Principles of Directing, Leadership and Leadership styles, Motivation, Communication & Conversation/Negotiation.
- 5.2 Coordination – Need & Importance, Coordination & Cooperation, Techniques of Effective coordination.
- 5.3 Managerial control, Steps in a control Process, Essentials of a Sound Control System, Control Methods.

6. Bench Marking:

- 6.1 Definition, Need, Levels & prerequisites of Benchmarking.
- 6.2 Process: Planning, Analysis, Integration, Action Phase, Advantages & limitations of Benchmarking.
- 6.3 TOWS matrix: A modern tool for analysis.
- 6.4 Diversity and Multiculturalism: Nature, Dimensions, Effects, how to manage Diversity and Multiculturalism in the organization.

Additional Reading's books

- 1) Seven Habits of Highly Effective People – Stephen Covey
- 2) Emotional Intelligence- Daniel Goleman

Activities:

Faculty/Instructor should conduct presentations based on the additional books reading during the classroom session and assess the students' performance for continues internal evaluation.

REFERENCE BOOKS:

1. Essentials of Management - Koontz & Weihrich– McGraw Hill
2. Principles of Management – Bhat & Kumar – Oxford University Press
3. Management Principles & Application - Griffin, Ricky W.: (Cengage Learning/Thomson Press)
4. Principles Of Management: Competencies, Processes, And Practices, 2e by Bhat- Oxford University Press
5. Principles of Management: Text and Cases, 1e - Bhattacharyya - Pearson
6. Global Business Management – Adhikari - Macmillan
7. Indian Ethos - Nandagopal Tata McGraw Hill
8. Global Management Solutions: Demystified by Seth- Cengage Learning
9. Principles Of Management – Neeru Vashisth - Taxmann
10. Management - Robbins & Coulter – (Prentice Hall Of India, 8th Edition)
11. Management: A Global And Entrepreneurial Perspective - Weihrich Heinz And Koontz Harold (McGraw Hill 12th Edition 2008)
12. Contemporary Management – Jones & George – McGraw Hill
13. Management by Stoner, Freeman, Gilbert – Pearson/ Prentice Hall
14. Management: Task, Responsibilities, Practices by Peter F. Druker – Allied Publishers Pvt. Ltd
15. Management: Value-Oriented Holistic Approach by S.A. Sherlekar – Himalaya Publishing House

Course Outcomes:

The successful completion of this course enables the students in

CO No.	CO	Cognitive level
101.1	Understanding the formal and informal organisation structure.	2
101.2	Implementing and developing leadership styles in effective manner.	6
101.3	Solving the real time cases in Management.	6

Paper: 102 Accounting for Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- To understand the basic concepts and theoretical framework of Accounting.
 - To be able to analyze and evaluate the Financial Statements.
 - To understand the use of Ratio Analysis in Financial Decision Making.
 - To understand the basic concepts and processes used to determine product costs.
 - The objective of this course is to introduce problems of financial and cost accounting such as Analysis and Interpretation of Financial Statements, Fund Flow Statement, Cash Flow Statement, Ratio Analysis and Cost Sheet for understanding the Financial Statements. Students are expected to gain the ability of using accounting information as a tool in applying solutions for managerial problems, evaluating the financial performance, and interpreting the financial structure.
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Unit 1: Accounting Principal and Concept (08)

Meaning and scope of Accounting – Definition of Accounting – Steps of Accounting – Function of Accounting – Objectives of Accounting – Book Keeping – Limitations of Accounting; Branches of Accounting; Relationship between Management Accounting and Financial Accounting, Relationship between Cost Accounting and Management Accounting; Accounting Principles - Accounting Concepts – Entity concept- Dual Aspect concept – Accounting Period Concept – Going concern Concept – cost Concept – money Measurement Concept – Matching Concept – Realization – accrual Concept – Rupee Value Concept; Accounting Conventions –Conventions of Disclosure – Convention of Conservation – Convention of Consistency –Convention of Materiality; Tools and Techniques of Management Accounting

Unit 2: Financial statements: Analysis and Interpretation (08)

Introduction – Definition of Financial statements – Objectives of Financial statements – Nature of Financial statements – Requisites, attributes or Essential Requirements of financial Statements– Importance of Financial statements – Limitation of Financial statements – Recent trends in Presenting Financial statements – Basic Financial statements or Packages of Financial, Statements – Format of Profit and Loss Account – Position Statement or Balance Sheet – Form or Performa of a Balance sheet – Elements of Balance Sheet. Analysis and Interpretation- Meaning – Types of Analysis and Interpretations- Internal Analysis – External Analysis- Horizontal Analysis – Vertical analysis-Methods of Analysis and Interpretation – comparative Financial Statement – Common Size Statements – Trend Analysis.

Unit3: Fund Flow Statement (08)

Introduction – Meaning of Fund – Flow of Fund and No Flow of Fund – Statement of Change in Financial Position – Flow of Fund Chart – No Flow of Fund Chart – Examples Flow of fund –Components of Flow of Fund – Current Assets – Current Assets – Current Liabilities - Non-Current Assets – Non-Current Liabilities – Fund Flow Statement Vs Balance Sheet – Preparation of Fund Flow Statement; Fund from Operations- Statement of Change in Working Capital –Fund Flow Statement - Meaning – Specimen Format- Purposes- Calculation of fund From Operation- Practical Problem.

Unit 4: Cash Flow Statement (06)

Meaning – Purpose of Cash Flow statement – Difference between Cash Flow statement and Fund Flow statement- Limitation – Preparation of Cash Flow statement- Flow of Cash under Noncurrent Items- Flow of Cash due to operations – Non- cash Items – Specimens Form at calculation of Cash

Unit 5: Ratio Analysis (08)

Meaning and Definition of Analysis and Interpretations of Ratio – Principles of Ratio Selection- Advantages- limitations of Ratio Analysis: Classification of Ratios- Liquidity ratios-Current ratio- Quick ratio- Absolute Liquid Ratio; Profitability ratios- Gross Profit Ratio- Net Profit Ratio-Return on Investment-Operating ratio- Operating Profit ratio- Return on capital Employed Ratio- Earning per share Ratio- Dividend Yield Ratio- Price earnings Ratio- Net profit to Net Worth ratio; Turnover ratios- stock turnover ratio – debtors turnover ratio- debt collection period ratio- creditor turnover ratio- Average payment period- working capital turnover ratio- fixed assets turnover ratio- capital turnover ratio; Solvency ratios- debt equity ratio- proprietary ratio – capital gearing ratio- debt service ratio; Practical Problems

Unit 6: Cost Accounting & Cost sheet Analysis (07)

Objective of Cost Accounting – Advantages and Limitation of Cost Accounting – Installation of Cost Accounting System- Practical difficulties in Installation of Costing system. Cost sheet – Meaning – Element of Cost – Direct Cost – Indirect cost - Overheads- Prime Cost-Works cost – Cost of Production- Cost of Sales – Importance of Cost sheet – Specimen Format of Cost Sheet-Preparation of Cost sheet- Practical Problem.

References:

1. Management Accounting”, M. E. Thukaram Rao, New Age International Publishers.
2. Financial Cost and Management Accounting”, Dr P. Periasamy, Himalaya Publication House.
3. Financial Management”, Ravi M Kishor, Taxman Publication
4. Financial Management”, IM Pandey, Vikas Publishing House.
5. Financial Management”, Khan & Jain”, MC Graw Hill Publishing House.
6. Cost Accounting”, M.C Shukla, T.S. Grewal, M.P. Gupta, S.Chand Publishing house.
7. Cost and Management Accounting”, Ravi. M. Kishore, Taxman Publication.

Course Outcome:

The successful completion of this course enables the students in

CO No.	CO	Cognitive level
102.1	Distinguishing the different cost centre in accounting	4
102.2	Developing the analytical abilities about financial statements and knowledge about the basic concepts of finance	6
102.3	Justifying skills for implementing Financial Decision Making	6

Paper: 103 Organisational Behaviour

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- Acquainting the students from diverse streams commonly about the concepts of organization behaviour for making to focus on areas for improvement for achieving better performance in an organizational set up.
 - Developing understanding about significance of individual behaviour, motivation and personality development in an organization so as the students shall understand the individual and groups norms.
 - To cultivate responsiveness about change and stress management to tackle the organizational conflicts
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Unit 1: Managing Organizational Behaviour: An Introduction to the Field of (06)

- 1.1 Field of organization behaviour: Post and Present.
- 1.2 Emerging issues in O.B
- 1.3 Importance of organizational behaviour.
- 1.4 O.B.: A Framework
- 1.5 Anchor of Organizational Behaviour.
- 1.6 Interdisciplinary Influences on O.B.
- 1.7 Dynamics of Organization Life

Unit 2: Individual Processes and Behaviour, Personality and Perception (10)

- 2.1 MARS Models of Individual Behaviour
- 2.2 Types of Individual Behaviour in Organization.
- 2.3 Individualism and Collectivism
- 2.4 Personality in Organization
- 2.5 Personality Theories
- 2.6 Big five personalities Dimension.
- 2.7 Perception and perceptual process.
- 2.8 Social Identity and Attribution theory of perception.
- 2.9 Perpetual Errors and Perception Improvement.
- 2.10 Learning in organization.

Unit 3: Learning and Reinforcement (06)

- 3.1 Introduction & Importance of Learning
- 3.2 Barriers to Learning
- 3.3 Approaches to Learning
- 3.4 Sense making: Core Assumption & Statements
- 3.5 Need to Combine Skill & Style
- 3.6 Positive & Negative Reinforcement
- 3.7 Charting Behaviour

Unit 4: Motivation, Leadership and Trust at work (08)

- 4.1 Motivation and work behaviour
- 4.2 Different Theories of motivation
- 4.3 MBO Approaches to motivation.
- 4.4 Motivation Programme for employee.
- 4.5 Reward Practices and Empowerment Practices.
- 4.6 Contemporary issues in leadership.
- 4.7 Trust and leadership.

Unit 5: Power & Conflict in the Workplace (07)

- 7.1 Model for Power in organization
- 7.2 Sources of Power in organization
- 7.3 Contingencies of Power
- 7.4 Influence Tactics and Organizational Politics

7.5 Conflict Process

7.6 Source and Conflict Management Style

Unit 6: Organizational Change and Stress Management (08)

6.1 Forces for change.

6.2 Managing Planned Change.

6.3 What can change agents change?

6.4 Resistance to change.

6.5 Approaches' to managing organizational change.

6.6 Stress, Consequences of stress, Sources of stress.

References

1. Organization behaviour by Debra L. Nelson & James Campbell, Cengage Publication
2. Organization behaviour by Stephen Robins, Timothy A Judge, Seema Sanghi, Pearson Education
3. Organization behaviour by Suja R. Nair, Himalaya Publication House
4. Organization behaviour by M. N. Mishra, Vikas Publication House
5. Organization behaviour by Steven L. McShane, Mary Ann Von Gliow
6. Organization behaviour Text & Cases by Kavita Singh, Pearson Publication

Course Outcome:

The successful completion of this course enables the students

CO No.	CO	Cognitive level
103.3	Describing of concept and process of motivation and leadership	1
103.2	Simulating the learning process of individual behaviour and perpetual process along with conditioning of thinking process	3
103.1	Assessing the conceptual framework of the organizational behaviour along change and stress management	5

Paper: 104 Basic Economics for Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- Define and understand role of economics in Business management and cite important and related fields of decisions and tools and techniques that managers must know about.
 - Understand the reasons for the existence of firms, markets and the difference between profit maximization and maximization of wealth through economic decision making.
 - Use Supply and Demand analysis to show how determine price in short and Long run though market is competitive.
 - Conceptualize the monetary and Fiscal policies and study how development planning is structured at Country level and in International markets.
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Unit I- Introduction: The Economics of business (08)

1. Economics a field of study, tools & techniques of analysis, Basic problems of economics. Theories of early economist
2. Economic environment of business, Micro & macroeconomics,
3. Indian Economy, Agricultural economy, National Income, Inflation, Deflation & Stagflation. Government regulation & deregulation measures
4. Managerial economics- nature & significance, Decision making under Risk & uncertainty. Firm & its goals

Unit-II Demand and supply Analysis (08)

1. Demand: Meaning and Law of Demand, Elasticity of Demand,
2. Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting
3. Supply analysis: Meaning, Law of Supply, Exceptions to the Law of Supply, Elasticity of supply.

Unit III- Production cost Analysis and revenue analysis (08)

1. Meaning of Production and Production Function,
2. Cost of Production- Introduction, Types of Costs, cost curves.
3. Break-even Analysis –meaning BEP charts, assumptions and limitations
4. Cost control- techniques and areas of cost control
5. Revenue: Meaning and Types, estimation of profit, Value analysis,

Unit IV- Pricing Policies for Business (06)

1. Pricing Policies and methods.
2. Price discrimination.
3. Equilibrium of firm: perfect competition, monopolistic, monopoly and oligopoly markets and its impact on pricing decisions.

Unit V-Peculiarities of Land & Labour (06)

1. Meaning of Rent of land: Quasi-rent- Theories of Rent: Ricardian Theory; Modern Theory of Rent Relationship between Rent and Price: Ricardian Analysis;
2. Concept of Wages: Difference between Real Wages and Nominal Wages, Theories of Wages: Bargaining Theory of Wages; Morden Theory of Wages.

Unit VI- Financial repressions and financial reforms (09)

1. Monetary economy:

- a) Concept, scope, Function and Importance of Money in Modern economy, Demand and Supply of money
- b) Gold Standards, exchange rate regime since 1973 Currency,
- c) Exchange rate determination, Concept of Public Debt.
2. Fiscal Policy measures:
 - a) Deficit financing and fiscal policy,
 - b) Role of government in economic planning
 - c) Balance of payments
3. Development planning:
 - a) Finance: Savings, Public Revenue, FI, FDI
 - b) Balanced and Unbalanced growth- types of strategies.

References:

1. Modern Economic Theory: K.K.Dewett, S.Chand publications. New Delhi.
2. Indian Economy: Mishra- puri, Himalaya publication ltd.
3. Managerial Economics: H.CraigPeterson,W.CrisLewis,Prentice- Hall Of India, 3rd ED
4. Managerial Economics: Paul G. Keat and Philip K.Y. Young Pearson education, New Delhi. Fifth Edition.
5. Macro Economics: Erol D' Souza, Pearson Education. New Delhi.
6. Micro Economics: Robert S. Pindyck, Daniel L. Rubinfeld, Prem L. Mehta, 7th edition, Pearson Education. New Delhi.
7. Managerial Economics (theory and applications):Dr. D.M. Mithani, Himalaya Publications. Ltd.
8. International Financial Management, V.S. Sharan, Printice hall of India Pvt. Ltd. New Delhi, Third edition.

Course Outcomes:

After co completing the course student should be able to-

CO No.	CO	Cognitive level
104.1	Learning about the various costs, pricing methods, so as to help managers in decision making under risk and uncertainty	1
104.2	Understanding the basic economic problems and also modern and early economic theories	2
104.3	Evaluating the implication of monetary and fiscal policy	5

Paper: 105 Quantitative Techniques

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- To Understand the basic concepts of QUANTITATIVE ABILITY
- To Understand the basic concepts of LOGICAL REASONING Skills
- To Acquire satisfactory competency in use of VERBAL REASONING
- To Solve campus placements aptitude papers covering Quantitative Ability, Logical Reasoning and Verbal Ability
- To Compete in various competitive exams like CAT, CMAT, GATE, GRE, GATE, UPSC,
- To understand role of quantitative technique and statistics in business.
- To find significance between variables and attributes by using different statistical tools.
- Identify and develop operational research models from the verbal description of the real system.
- Understand the mathematical tools that are needed to solve optimisation problems.
- Use mathematical software to solve the proposed models.
- Develop a report that describes the model and the solving technique,
- Analyse the results and propose recommendations in language understandable to the decision-making processes in Management

Unit: 1 Basic Statistical Concept (04)

- 1.1 Introduction, to statistics, utility of statistics in business, Frequency distribution, Cumulative frequency distribution
- 1.2 Measures of Central Tendency, Mean, Mode, Median
- 1.3 Measures of dispersion, Range, standard deviation, Variation
- 1.4 Application of standard deviation
- 1.5 presentations of statistical data
- 1.6 typical examples

Unit: 2 Probability concept and statistics (06)

- 2.1 Random and Non-random Experiments
- 2.2 Bayle's Theorem
- 2.3 Definition of probability, Statement of addition and multiplication, Theory of Probability
- 2.4 Concept of Probability Distribution, sample space, events, complementary events, mutually exclusive events, impossible events
- 2.4 Conditional Probability, compound probability.
- 2.5 Axioms of Probability
- 2.6 Computation of probability using the theorems of probability.

Unit: 3 Correlation and Regression analysis (06)

- 3.1 Introduction
- 3.2 meaning of correlation and regression
- 3.3 method s of studying correlation and regression
- 3.4 Probable error in correlation
- 3.5 Meaning and properties of Regression analysis
- 3.6 Line of Regression, types of regression
- 3.7 Coefficient of Regression
- 3.8 Relation between correlation and regression.
- 3.9 Simple numerical problems on correlation and regression

Unit: 4 Matrices and Determinant

- 4.1 Matrices, types of matrices
- 4.2. Matrix operations, determinants,
- 4.3 Properties of determinants, some basic concepts of Determinants,

4.4 Cramer's rule for solving equations,

4.5 Inverse of matrix

4.6 Review questions and problems

Unit 5 Quantitative Techniques for Managers

5.1 Meaning, History and Development

5.2 Evolution and classification of quantitative methods.

5.3 Quantitative Analysis approach and possible problems in the quantitative analysis approach.

5.4 Role of Quantitative Techniques in Business and Industries

5.5 Role of computers in quantitative analysis

5.6 Advantages and limitation of quantitative methods.

Unit: 6 Assignment problems

5.1 Introduction

5.2 Characteristics of the assignment problem

5.3 Mathematical formulation of an assignment problem

5.4 Hungarian method, flow chart for Hungarian method

5.5 Solution of maximization problems

5.6 Some real-life problems.

Unit: 7 Project Management and Network Analysis

7.1 Introduction, Network flow model, the shortest route problem

7.2 PERT/CPM Network analysis, determination of critical paths

7.3 Elements of project management, advantages and limitation of CPM and PERT

7.4 Resource analysis and allocations

7.5. Difference between CPM and PERT.

7.6 Some real-life problems.

Unit: 8 Decision Theories (05)

8.1 Decision making problem-Introduction

8.2 Decision making under Certainty, Under Risk

8.3 Expected monetary value criteria, EVP

8.4 Utility theory – utility as basis for decision making.

8.5 Decision making under uncertainty- Maximax criteria, maximin criteria, minimax criteria, laplace criteria.

References

1. Quantitative techniques in management –N.D.Vohra- Tata McGrawHill

2. Quantitative Techniques- L.C.Jhamb-Everest PublishingHouse.

3. Quantitative techniques for decision making-Anand Sharma-Himalaya Publishing House

4. Business Statistics-S.P.Gupta-Sultan Chand &Sons.

Textbook of Managerial Statistics –B.R. DEY- Macmillan Indiapvt.

5. Quantitative analysis for management-Barry Render,Ralph M. Stair.Pearson Education, prentice hall ,9th edition.

Course Outcomes:

After co completing the course student should be able to-

CO No.	CO	Cognitive level
105.1	Able to understand and explain basic statistical concept in educational research	2
105.2	Demonstrating competence and confidence in using inferential statistics	3
105.3	Analyze the results in managerial decision-making processes	4

Paper: 106 Computer Applications in Business

(60 + 40 Pattern: External Marks 60+Internal Marks 40 = Maximum Total Marks: 100) Required Lectures:
45+15 hours

Course Objectives:

- To provide opportunity for the study of modern methods of information processing and its applications;
 - To acquaint students with knowledge of the computer systems with emphasis on their uses and limitation;
 - To foster among students an interest and confidence in using computers;
 - To encourage an understanding of the implications of computers in the modern world.
-

Unit: 1 Computer Fundamentals (08)

Computer-meaning, definition, characteristics, types of computer, classification of computer, basic components, basic computer operations, memory system, and practical data processing applications in business, computer Applications in various areas of business, Components of computer-Computer memories, primary storage, secondary storage, Introduction to input /output Device

Unit: 2 Introduction to software (06)

Software types, system software, classification of Operating system, Application software, Introduction to programming language, types of programming language, Algorithm, flowcharts, Types of flowcharts.

Unit: 3 Introduction to Database Management system (08)

Data processing-Introduction, cycle, operations, types, objective, methods, role of data Processing applications in business, Data base- Introduction, characteristics, objectives Database Management system-Introduction, objective, components functions, advantages

Unit: 4 Computer Communications (08)

Introduction, data communication, Computer network, Advantages of networking, Types of network, Telecommunication –Introduction, Media, Channel, types of data transmission, modems and multiplexers

Unit: 5 Introductions to Internet and Electronic Payment System (04)

Internet-Introduction, history, features, Internet software, Applications of internet and WWW, Extranet and E-mail, Introduction to web Browsers, Intranet, internet, extranet Search Engines; Understanding URL; Domain name; IP Address; Using e-governance website. Electronic Payment System.(E-wallets, Debit card, Credit card, Smart card, Electronic Banking, Electronic Fund Transfers.)

Unit: 6 Introductions to Cyber Crime and Cyber Law (04)

Cyber Crime: meaning, measures for prevention, cyber laws, cyber warfare Information Security: concept, meaning, goals for security, security threats, computer viruses, security procedures, computer and cyber forensic, Introduction to Indian Cyber Law: Information Technology Act 2000, Main features of the IT Act2000

Unit: 7 Microsoft Office-2007-I (04)

MS-Word-Creating and editing document, Formatting characters and paragraphs, formatting and enhancing a document, formatting with special features

MS- Excel-Analyzing data using Excel, Editing and formatting worksheets, using functions, Charts (including Pivot chart)

Unit: 8 Microsoft Office-2007-II (03)

MS-Power Point-Preparing a presentation, editing and enhancing slides, customizing a presentation,

Animation , Audio and Video Content.

MS-Access-Maintaining a data in Access tables, creating tables and relationships, creating queries, forms and reports.

Reference Books:

1. Computer Application in business-S. Sudalaimuthu, S. Anthony Raj-Himalaya Publishing House
2. Fundamentals of Computers-C.S.V. Murthy- Himalaya PublishingHouse
3. Ms-Word 2007-A visual approach to learning computer skills-BPBpublication
4. Ms-EXCEL 2007-A visual approach to learning computer skills-BPBpublication
5. Ms-Power Point 2007-A visual approach to learning computer skills-BPBpublication
6. Ms-ACCESS 2007-A visual approach to learning computer skills-BPBpublication
7. Computer Applications for management-Vishal Soni- Himalaya PublishingHouse
8. Fundamentals of Computers, V.Rajaraman,Prentice-Hall.
9. Cyber Security in the 21st Century, Nina Verma, Global Vision PublishingHouse
10. Inside Cyber warfare, Carr, Kitab Mahal, NewDelhi
11. Information Security: Principles and Practices, Pearsonpublisher
12. Cybre Security: Understanding cyber-crimes, computer forensic and legal practices, Wiley India Pvt.Ltd.
13. Furnell, “Computer Insecurity”, Springer 7. IT Act 2000

Course Outcome:

After co completing the course student should be able to-

CO No.	CO	Cognitive level
106.1	Understand the modern methods of information processing and its applications in business	2
106.2	Realization and understanding the value of computer systems and their uses and limitation in business applications	2
106.3	Evaluating Consciousness about the threats of Information technology and deliver the IT based services with adoption of Cyber laws and Information Technology Act and hence interested and confident in using computers	5

Paper: 107 Communication Skills

(60 + 40 Pattern: External Marks 60+Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. To understand the role of communication in personal and professional success.
 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. Participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
 4. To prepare and deliver short individual and group presentations in English on business related topics
 5. To perform a range official support through formal and informal writings, preparing reports, business letters, memorandum, notices, agenda, minutes of the meeting etc.
-

Unit 1 Understanding business Communication (07)

- 1.1 Communicating successfully in an organisation
- 1.2 Characteristics of Effective organisational communication
- 1.3 Model/Process of Communication Process
- 1.4 Basic forms of communication: Verbal and Non-Verbal
- 1.5 Formal and Informal Communication
- 1.6 Communication barriers & breakdowns

Unit 2: Listening skills & Group communication (05)

- 2.1 Mastering Listening
- 2.2 Communicating in teams
- 2.3 Effective Negotiation Skills
- 2.4 Planning, Conducting and Recording meetings
- 2.5 Communicating inter-culturally

Unit 3 Writing Effectively (03)

- 3.1 Planning Business Messages
- 3.2 Writing Business Messages
- 3.3 Completing Business Messages

Unit 4 Writing Business messages and documents (08)

- 4.1 Writing Messages for Electronic Media
- 4.2 Writing Routine and Positive Messages
- 4.3 Writing Negative Message
- 4.4 Writing Persuasive Messages
- 4.5 Kinds of Business letters: Covering letter, routine letters, recommendations letter, acceptance and rejection letters, enquiry letter and application letter and writing memo.
- 4.6 Notices, advertisements, and leaflets.

Unit 5 Business Reports and proposals (06)

- 5.1 Elements of effective business report writing
- 5.2 Types of reports
- 5.3 Writing a Summer Project Report
- 5.4 Business Proposal: Components & Format of proposal
- 5.5 Key elements of winning business proposal.

Unit 6 Business presentation and public speaking (06)

- 6.1 Business presentation: planning, structuring & delivery
- 6.2 Introduction, main body and conclusion of presentation.
- 6.3 Effective sales presentation
- 6.4 Controlling nervousness & stage fright
- 6.5 Essentials of business conversations
- 6.6 Understanding the style of effective Public speaker

Unit 7 Building Careers & employment messages (05)

- 7.1 Career building and setting a career goal.
- 7.2 Writing Resumes: Resumes formats
- 7.3 Traditional, electronic and video Resumes.
- 7.4 Interviewing for Employment and following up
- 7.5 Group Discussion, team presentation and team briefing

Unit: 8 Modern communication media & Case study analysis (05)

- 8.1 Technology based communication tools
- 8.2 Selection of appropriate technology
- 8.3 Effectiveness of technology-based communication
- 8.4 How to do a Case analysis?
- 8.5 Process and Requirement of case analysis

Activities:

The use of group work is strongly recommended for performing different activities based on different topics of this course. Faculty/Instructor should conduct at least 10 activities in the classroom session and assess the students in internal evaluation.

Reference Books:

1. "Basic Business Communication Skill for Empowering the Internet Generation"
Lesikar F Lately, Tata McGraw Hill Edition.
2. "Business Communication Today", Cortland Bovee, John V Thill, Mukesh Chaturvedi, Pearson Edition.
3. "Business Communication – Building Critical Skills", Kity O Locker, Stephen Kyo Kaczmarek, Tata McGraw Hill Edition.
4. "Business Communication – Concept, Cases and Applications", P. D Chaturvedi and MukeshChaturvedi, Pearson Edition.
5. "Contemporary Business Communication", Scot Ober AIPD (All India Publishers and Distributors Regd)
6. "Strategic Communication in Business and the Profession" Dan O'Hair, Gustar Friedrich, Lynda Dixon, Pearson Edition.
7. Technical Communication: principles and practice, Meenakshi Raman and Sangieeta Sharma, Oxford University Press
8. Business Communication, Meenakshi Raman and Prakash Sing, Oxford University Press
9. Communication for Business, Pearson Education, Fourth Edition, Shirley Taylor, V. Chandra

Course Outcome:

After co completing the course student should be able to-

CO No.	CO	Cognitive level
107.1	Display competence in effective communication at organizational setup and respond effectively to cultural communication differences	3
107.2	Demonstrate the ability to communicate effectively both orally and in writing	6
107.3	Use current technology related to the communication field and demonstrate his/her verbal and non-verbal communication ability through presentations	6

Audit Courses under CBCS

AC-101: Practicing Cleanliness

Course Objective:

- 1) To make students aware of Clean India Mission and inculcate cleanliness practices among them.
-

- Awareness program on
 - Swachh Bharat Abhiyan (Clean India Mission)
 - Clean Campus Mission
 - Role of youth in Clean India Mission
- Cleaning activities inside and surroundings of Department buildings.
- Tree plantation and further care of planted trees
- Waste(Liquid/Solid/e-waste) Management, Japanese 5-S practices
- Planning and execution of collection of Garbage from different sections of University campus
- Role of youth in power saving, pollution control, control of global warming, preservation of ground water and many more issues of national importance.
- Cleanest School/Department and Cleanest Hostel contests
- Painting and Essay writing competitions

Course Outcome:

CO No.	CO	Cognitive level
AC 101.1	Identify need at of cleanliness at home/office and other public places	1
AC 101.2	Plan and observe cleanliness programs at home and other places	3
AC 101.3	Practice Japanese 5-S practices in regular life	3

Paper: 201 Management Science II

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. To understand the dynamic role of entrepreneurship and small businesses.
2. To gain knowledge of the context, concepts and process of entrepreneurship.
3. Understanding the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.
4. To infuse the entrepreneurial competencies and leadership qualities.
5. To uncover with different controlling mechanism for corporate excellence.
6. To comprehend different technique for achieving productivity.

Unit- 1: Fundamentals of Entrepreneurship Management (07)

- 1.1 Definition, Concept, Traits, Characteristics, Skills, Nature & Importance, classification of Entrepreneur, Concept & Theories of Entrepreneurship
- 1.2 Entrepreneurship Development: Training, Institutions in Aid of Entrepreneurship Development

Unit- 2: Factors affecting & EDP (05)

- 2.1 Factors affecting Entrepreneurship in India: Economic Factors, Non-Economic Factors, Government Actions
- 2.2 Entrepreneurship Cycle
- 2.3 Entrepreneurship Development Programmes: Phases, Issues, Content & Methods

Unit- 3: Project Management (05)

- 3.1 Project Management: Search & Identification of Business Idea
- 3.2 Project Identification
- 3.3 Project Formulation & Preparation of Project Report.

Unit -4: Forms of Entrepreneurship (08)

- 4.1 Rural Entrepreneurship: Meaning, Need, Concept of Rural Industrialization, Problems of Rural Entrepreneurship
- 4.2 Women Entrepreneurship: Concept of Women Entrepreneurship, Challenges & Problems of Women Entrepreneurs in India, Factors Responsible for growth of Women Entrepreneurs
- 4.3 Social Entrepreneurship: Need, Characteristics of Social Entrepreneur
- 4.4 E- Entrepreneur: Meaning & Concept

Unit -5: Leadership (05)

- 5.1 Defining Leadership & Ingredients of leadership
- 5.2 Leadership behaviour & styles, Trait theories of leadership, Personal behaviour theories, Situational theories of leadership
- 5.3 Transactional & transformational leadership, factors influencing leadership effectiveness, Multicultural leadership

Unit - 6: Committee, teams and Group decision Making (05)

- 6.1 Nature of committee and groups
- 6.2 Reasons of using committee and groups
- 6.3 Successful operations of committee and groups
- 6.4 Conflicts in committee, Group and teams

Unit -7: The System & process of controlling (05)

- 7.1 The basic control process
- 7.2 Critical control points, standards & benchmarking
- 7.3 Control as a feedback system
- 7.4 Real time information & control
- 7.5 Control of overall performance
- 7.6 Profit & loss control
- 7.7 Control through return on investment
- 7.8 Management audits & accounting, firms.

7.9 Bureaucratic & clan control

7.10 Requirements for effective control

Unit -8: Productivity, operations management & total quality management (05)

8.1 Productivity problems & measurement

8.2 Production & operations management: manufacturing & service

8.3 Quality measurement in the information age

8.4 The operations management system

8.5 Tools & techniques for improving productivity

8.6 Supply chain & value chain management

8.7 Integration of the value chain with the managerial action

Unit -8: Case Studies (Cases based on all units of M.S. 101 & M.S,201)

Additional Readings books

1) Stay hungry stay foolish – Rashmi Bansal

2) The Goal – Eliyahu M. Goldratt

3) Business Maharaja-Gita Piramal

Activities:

Faculty/Instructor should conduct presentations based on the additional books reading during the classroom session and assess the students' performance for continues internal evaluation.

Books:

1. Management – A global and entrepreneurial perspective- Heinz Weuihrich, Mark Cannice, Harold Koontz, MC Graw Hill Education 14 edition

2. Fundamental of Management – Donnely, Gibson, Lvancevich, IrwinMC Graw Hill

3. Management – Kathryn Bartol, David Martin MC Graw Hill

4. Essentials of Management –Andrew I DubrinThomsib (Indian Edition)

5. Contemporary Management- Goreth R Jones, Jennifer M. George MC Graw Hill (International Edition)

6. The Dynamics Of Entrepreneurial Development & Management- Himalaya Publishing House 5th Edition , Vasant Desai

7. Entrepreneurship- Robert D. Hisrich, Michael P. Peters,Tata Mc Graw Hill Pub.

8. Entrepreneurship Development in India-Gupta, Srivivasan- Sultan Chand & Sons

9. Entrepreneurship Development -Cynthia L. Greene, CenageLerning

Course Outcome:

After co completing the course student should be able to-

CO No.	CO	Cognitive level
201.1	Define the parameters to assess opportunities and constraints for new business ideas and understand the systematic process to select and screen a business idea	1
201.2	Identify the elements of success of entrepreneurial venture	2
201.3	Learn to evaluate and improve upon personal leadership strengths and weaknesses by demonstrating appropriate leadership style	5

Paper: 202 Financial Management & Management Accounting

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- 1) Understanding the traditional and modern approaches of financial management along with its broad objectives and function, so as student can be able to develop the knack to handle problems in managing the financial activities of businesses operating in current environment
 - 2) Making student responsive toward project planning and awaking them for cost benefit analysis so that, they can able to instil technicalities in formulating the projects
 - 3) Understanding of marginal and standard costing for preparing the student in taking decision in corporate financial planning.
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Unit-1: Scope and Objectives of Financial Management (08)

- 1.1 Approaches to Financial Management: Traditional View-Modern View-Investment Decisions-Dividend Decisions-Liquidity and Profitability
- 1.2 Comparison with Accounting and Economics: Financial Management and accounting - Financial Management and Economics-Financial Management-Science or Art
- 1.3 Financial Management's Importance in Business: Significance of Financial Controller-Finance Manager as a Facilitator- Organization Chart of Finance Function- Reason for Centralizing Finance Function
- 1.4 Financial Objectives of Business Firm: Profit Maximization, Wealth Maximization, Value Maximization, Other Maximization Objectives.
- 1.5 Agency theory of Firm

Unit-2: Project Planning and Control (08)

- 2.1 Capital Investment Process and Kinds of Project: Meaning of Capital Budgeting- Capital Investment Process- Kinds of Projects, Classification of Projects, Forward and Backward Integration, Rationale for Diversification, New Concepts in Financing and Execution of Projects
- 2.2 Project Organization Structure and Management Systems: Project Organization Structure, Benefits of Project Management, Project Management Information System,
- 2.3 Stages in Setting up of a Project: Initial Selection of Project Ideas, Selection of Project Location, Selection of Project Site, SWOT Analysis, Reasons of Project Failure, Techniques for Project Control
- 2.4 Cost Benefits Analysis: CBA and Investment Decisions, CBA Procedure Techniques of CBA, Benefits and Limitations of CBA, Social Cost and Benefit Analysis, Indicators of Social Desirability of a Project

Unit-3: Sources of Finance (07)

- 3.1 Need for long term finance
- 3.2 Sources of long term financing and short term financing
- 3.3 Financial Implications of long term financing
- 3.4 Long term financing and debt equity ratio
- 3.5 Short term V/s long term financing
- 3.6 Venture capital

Unit-4: Marginal Costing & Cost Volume Profit Analysis (08)

- 4.1 Absorption Costing & Marginal Costing
- 4.2 Similarities and Dissimilarities between Absorption and Marginal Costing
- 4.3 Cost Behaviour and Its Impact over Marginal Costing, Marginal Cost Equation, Marginal Costing and Valuation of Finished Stock
- 4.4 Utility-Advantages and Limitations of Marginal Costing, Precautions to Be Taken

While Adopting Marginal Costing, Applications of Marginal Costing

4.5 Objectives of CVP Analysis, Assumptions of CVP Analysis, Limitations of CVP Analysis

4.6 Algebraic Method of Presenting CVP Analysis, Profit Volume Ratio or Contribution, Sales Percentage, Graphic Method of Presenting CVP Analysis

Unit-5: Standard Costing (07)

5.1 Historical Costing, Standard Cost and Standard Costing

5.2 Standard Costing and Standardized Costing, Advantages and Limitations Of Standard Costing, Preliminaries in Establishing A System of Standard Costing, Standard Hour, Standard Cost Card, Procedure for Introducing Standard Costing, Variance Analysis- Material -Labour-Overhead

Unit-6: Budget and Budgetary Control (07)

6.1 Budget and Budgetary Control, Objectives of Budgetary Control

6.2 Essential Requirements of Budgetary Control, Advantages and Limitations of Budgetary Control

6.3 Organization for Budgetary Control, Rolling Budget, Types Of Budget, Zero Base Budgeting, Budget Report

References

1. Cost and Management Accounting –M. E. Thukaram Rao, New Age International publisher
2. Cost Accounting-M. N. Arora, Himalaya Publishing House
3. Practical Costing-B. S. Khanna, I. M. Pandey, G.K.Ahuja, S. C. L.Batra, S. Chand
4. Cost Accounting-M. C.Shukla,T.S.Grewal,M.P.Gupta, S. Chand
5. Cost Accounting- Jawahar Lal, Srivastava, Tata McGraw Hill
6. A Textbook of Financial, Cost and Management Accounting-Dr.P.Periasamy, Himalaya Pub. House.
7. Management Accounting-I.M.Pandey

Course Outcome

After co completing the course student should be able to-

CO No.	CO	Cognitive level
202.1	Understanding of project planning and cost benefit analysis	1
202.2	Classifying the differences in value and profit maximization goals	4
202.3	Developing the application for different strategic financial tools like time value of money, marginal costing and budgetary control	6

Paper: 203: Marketing Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 60 hours

Course Objectives:

- Understand the concept of marketing in today's context.
 - Explain why Marketing Management can help an organization gain a competitive advantage.
 - Understand Marketing strategies that managers can use for augmentation of organizational effectively and growth.
 - To discuss the impact of marketing on customers and society as a whole.
-

1. Prerequisites of Marketing

- 1.1 Marketing: Meaning, Definition, Nature, Scope & Importance of Marketing
- 1.2 Evolution of Marketing, Understanding the Market Place & Customer Needs
- 1.3 The Marketing Concept: Selling Vs Marketing.
- 1.4 The Changing Marketing Landscape.
- 1.5 Market: Meaning, Definition & Types of market & Marketing Process.
- 1.6 Marketing approach: Production, Product, Selling, Marketing & Societal marketing.
- 1.7 Marketing Management: New Concept of marketing, Marketing Plans and Planning Process.
- 1.8 Marketing Mix, Marketing organisation, Responsibilities of Marketing Manager.
- 1.9 Niche Marketing, Strategic Marketing.
- 1.10 Marketing Environment: Nature & Importance, Marketing Management and its environment.

2. Segmenting & Targeting the Market (05)

- 2.1 Market Segmentation:
- 2.2 Segmenting Consumer Market.
 - 2.2.1 Levels of Segmentation
 - 2.2.2 Bases for Segmenting Consumer Market and Industrial Market
- 2.3 Market Targeting: Target Market Strategies.
- 2.4 Differentiation & Positioning.
- 2.5 Concept of Product Positioning, Process of Determining the Positioning Strategy, Positioning Errors and Approaches to Positioning.
- 2.6. Concepts of Differentiation and USP.

4. Consumer Behaviour & Marketing Research (12)

- 4.1 Consumer behaviour: Determinants of consumer behavior
- 4.2 Consumer decision making process/ Buying Process: For Normal products: Need recognition, Information search, Evaluation of alternatives, Purchasing decision & post-purchase behaviour for New products: Awareness, Interest, Evaluation, Trial & Adoption
- 4.3 Organizational buyer decision process: Problem recognition, Product specification, Product & Vendor search, Product & Vendor evaluation, Product & Vendor selection & performance evaluation.
- 4.4 Product Mix Strategies
 - 4.4.1 Logistics Management- Physical Distribution, Warehousing and Transportation
 - 4.4.2 Retailing- Types of Retail Formats

5. Global Marketing (06)

- 5.1. Need, Importance & Problems in International Marketing
- 5.2. Levels of Involvement
- 5.3. Modes of Entry & Entry Strategies
- 5.4 Global Marketing Environment.

5.5 Market segmentation of Global scale

5.6 Standardisation vs Adaptation.

5.7 Major Global Marketing Decisions.

6. Marketing of Services

6.1 Nature and scope of Services, Characteristics of Service Marketing

6.2 Classification of Services, Problems of a service organisation, Determinants of services Quality, 6.3

Marketing mix for Marketing of Services

6.4 Marketing of Health care services

6.5 Bank Marketing

6.6 Marketing of Express Courier Services

Reference Books:

1. Principles of Marketing: A South Asian Perspective, 13e – Kotler - Pearson

2. Marketing –Asian Edition by inha, Bines, Fill & Page – Oxford University Press

3. Marketing Management – Rajan Saxena – Tata McGraw Hill

4. Marketing Management – Iacobucci, Kapoor - Cengage

5. Marketing Management: South Asian Perspective, 14e - Kotler/ Koshy - Pearson

6. Marketing : A South Asian Perspective – Lamb, Hair, Sharma - Cengage

7. Marketing Management – Ramaswamy, Namakumari 4th edition - Macmillan

8. Marketing Management – Arunkumar N. Meenakshi – Vikas Publishing

9. Marketing Management – Stanton – McGraw Hill

10. Marketing Management by Kotler, Keller & Koshti - Pearson/ Prantice Hall

11. Marketing –Varma & Duggal – Oxford University Press

12. Basics of Marketing Management – R.B. Rudani - S. Chand & Company Ltd.

Course Outcomes:

After co completing the course student should be able to-

CO No.	CO	Cognitive level
203.1	Determine the marketing strategies to develop new products and services	2
203.2	Measure competitive advantage by studying the functions of marketing management	5
203.3	Creating new ideas and augment organizational growth and by adopting marketing skills.	6

Paper: 204 Human Resource Management

(60 + 40 Pattern: External Marks 60+Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- Describe the evolution and development of Human resource Management as a vital function of management in today's competitive business world.
 - Scan the business environment in general and HRM environment in particular.
 - Understand the need for control and review mechanism through manpower planning and development.
 - Analyze the total Procurement process and Administering the competitive advantage through managing the Human relations in business.
 - Study overall functions and scope of HRM.
-

Unit -1: Human Resources Administration and Management (06)

1. Personnel Management, HR Management and HR development: Definition & meaning, Importance, Problems and Scope. Personnel Management in India.
2. Role of HR Manager – Structure and functions of HR Department – Qualification, Duties and responsibilities of HR Manager.
3. Role of HRD in developing Industrial Relations - Concept - Industrial Democracy - Industrial Peace.

Unit- 2: Manpower Planning (07)

1. Objectives - Estimating manpower requirement,
2. Recruitment and selection process - Main resources of recruitment - Assessment Devices, Selection, Placement & induction.
3. Retention of manpower - Succession Planning, Promotions - Transfers , Retirement, Layoff, Golden handshake,
4. Retirement / Separation - Kinds of Retirement - Resignation, Discharge, Dismissal, Suspension, retrenchment, downsizing.

Unit-3: HR strategies and Job analysis (05)

1. Evolution - Goals - Elements and their interrelationship,
2. HR Strategies - HR Strategies and Organizational Strategies, HRIS.
3. Job Description - Job Evaluation - Job Enlargement - Job Enrichment - Job Rotation.

Unit -4: Training and Development (08)

1. Training Process and Methodology - Need and objectives - Training Procedure - Methods of Training - Tools and Aids - Evaluation of Training Programmers
2. EDP- types & importance
3. Leadership – Skill development & Theories.
4. Tools to improve managerial effectiveness - Kaizen - Quality Circles - Time Management.

Unit -5: Performance Appraisal Management System (09)

1. Definition, Ethics and Concepts of Performance Management
2. Different methods of Performance Appraisal – a) Traditional Methods: Ranking, Paired Comparison, Grading, Critical Incident, Force Choice, Checklist, Graphic Rating, Essay Evaluation, Confidential Reports b) Modern Methods: MBO, BARS, 360 Degree Appraisal System,
3. Problems with Performance Appraisal, Post Appraisal Analysis.

Unit -6: HR in competitive environment (05)

1. HR issues in Mergers & acquisitions, Line and staff strategies,
2. HR Accounting & Audit,

3. Motivation Theories, Morale Concept & types.
4. Competency mapping, E-HRM,
5. Research areas in HR importance & types

Unit -7: Labour welfare and wage/salary administration (05)

1. Meaning & types, Health & safety management measures, Internal & external relational issues,
2. Wage & salary administration, types of incentives & compensations.
3. Employee & Labour union issues, Role of ILO, Collective bargaining.
4. General Service Norms & Conditions in India (Private & Public Sector.)

Reference Books:

1. Human Resource Management, Text & Cases by Dr. V.S.P Rao - Excel Books
2. Essentials of Human Resource Management by P. Subba Rao – Himalaya Publishing House
3. Human Resource Management by S.S.Khanka – S Chand & Sons
4. Human Resource Management by Dr K. Ashwathappa – Tata McGraw Hill
5. Comprehensive Human Resource Management by P.L.Rao - Excel Books
6. Human Resource Management by A M Sharma – Himalaya Publishing
7. Managing Human Resources by Fisher- Cengage Learning
8. Human Resource Management by Gary Dessler.- Pearson/ Prentice Hall
9. Personnel Management: - C. B. Mamoria Himalaya Publishing.
10. Indian Services Guide Book. Abhinav Prakashan Pune.

Course Outcomes:

After completing the course the student should be able to-

CO No.	CO	Cognitive level
204.1	Understand the training and development programs and nature of human resources management	2
204.2	To analyze, implement and evaluate the various recruitment methods.	4
204.3	Implementing the structure of HR in welfare, administration, management and development of work force	6

Paper: 205: Operations and Materials Management

(60 + 40 Pattern: External Marks 60+Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- The course provides a managerial framework used in the management of Operations and Production functions including materials management of a manufacturing concern and is specifically aimed to achieve the following objectives: to develop an in-depth understanding of the students of the basic concepts of production management and materials management.
 - To make the students understand the theories and considerations needed to take into account plant location and plant layout decisions. To develop the knowledge and skills needed to plan and control manufacturing of goods and services in an industrial setting.
 - To understand the need and importance of Maintenance Management.
 - To know details and importance of Productivity and work study, Method and time study.
 - To understand how the knowledge of materials management can be an advantage to logistics and supply chain operations.
 - To sensitize the students on the materials management functions – Planning, Purchase, Controlling, Storing, Handling, Packaging, Shipping and Distributing, and Standardizing.
 - To realize the importance of materials both in product and service.
-

Unit-1: Production and operation Management

- 1.1 History of production and operations management
- 1.2 Meaning, scope, objectives of production management
- 1.3 Difference between Productions and Operations
- 1.4 Process of Production and Automation
- 1.5 Productivity: factors and techniques
- 1.6 Measures to increase Productivity
- 1.7 Recent trends in production/operation management

Unit-2: Product Selection and Product Development

- 2.1 Product Selection Process
- 2.2 Definition & Need of Product Design and Development
- 2.3 Concepts of Product Design
- 2.4 Product Development Process
- 2.5 Techniques of Product Design & Development-QFD, DFMA,
- 2.6 Value Analysis

Unit-3: Process Selection & Production System

- 3.1 Introduction
- 3.2 Need for Process Selection
- 3.3 Classification of Process
- 3.4 The Process Selection Process
- 3.5 Production Systems, Types of Production system

Unit-4: Location Planning & Plant Layout

- 4.1 Introduction of Facility Location
- 4.2 Importance of Facility layout
- 4.3 Factor affecting Location Decision
- 4.4 Plant Layout-Definition, Need, Objectives
- 4.5 Types of Layout
- 4.6 Layout Planning Methodology
- 4.7 Work place Design

Unit-5: Quality Control and Quality Assurance

- 5.1 Definition of Quality, Cost of Quality
- 5.2 Characteristics of Quality
- 5.3 Statistical Methods

- 5.4 Specification & Control Limits
- 5.5 Acceptance Sampling
- 5.6 The operating Characteristic Curve
- 5.7 Total Quality Management, Six Sigma
- Unit-6: Maintenance –Operation Policy & Reliability**

- 6.1 Definition of Maintenance Management
- 6.2 Need of Maintenance Management
- 6.3 objectives of Maintenance Management
- 6.4 Types of Maintenance Systems
- 6.5 Activities in Maintenance Management
- 6.6 Maintenance Schedule techniques
 - 6.6.1 Six sigma maintenance
 - 6.6.2 Lean maintenance
 - 6.6.3 Computer aided Maintenance
 - 6.6.4 Enterprise Assets Maintenance
- 6.7 total productive Maintenance

Unit 7: Work Study (time and Motion Study)

- 7.1 Work Study: meaning and Advantages
- 7.2 Method Study: objective, scope, steps involved in methods study
- 7.3 Motion Study:
 - 7.3.1 Principles,
 - 7.3.2 Recording techniques of motion study
- 7.4 Work Measurement: meaning and techniques
- 7.5 Time Study:
 - 7.5.1 Steps in making time study
 - 7.5.2 Computation of standard time

Reference Books:

1. Supply chain Management-John T. Mentzer-A Division of sage Publications New Delhi
3. Product and Operations Management – Chary
4. Product and Operations Management, by S.A. Chunawala and D. R. Patel, Himalaya publishing house.
5. Production and material Management, Himalaya publishing house, by K. Shridhar Bhat.
6. operation Management for competitive Advantages ,published by Tata McgrawHill, by Richard B. Chase, F. Robert Jacobs and Nitin K. Agrawal.
7. Production and Operation management, NEW age International Publishers by S. Anil Kumar and N .Suresh
8. Production and Operations Management by P. Ramamurthy

Course Outcomes:

After completing the course the student should be able to-

CO No.	CO	Cognitive level
205.1	Understand the core features of the operations and production management function at the operational and strategic levels, specifically the relationships between people and system	2
205.2	Understand the Operation management tools and quality and how it contributes to the competitiveness of firms and explains the various parts of the operations and production management processes and their interaction with other business functions	2
205.3	Apply operation decision-support tools to business decision making and solving the problem in production system and advantages to logistic and supply chain management	5

Paper: 206 Advance Research Methods

(60 + 40 Pattern: External Marks 40 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

- To understand some basic concepts of research and its methodologies
 - Identify appropriate research topics and select/define appropriate research problem and parameters
 - Study of Organization and conduct of research
-

Unit-1: Introduction (06)

Meaning, Objectives, Types, Criteria of good research, Marketing research, scientific approach to research in physical and management science, Limitations of applying scientific methods in business research problems, Ethical issues in business research

Unit-2: Business Research-An Overview (06)

Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal Business Research Design: Exploratory, Descriptive, & Causal research exploratory research: Meaning, suitability, collection, and hypothesis formulation

Unit 3 Research Design (05)

Meaning and need for research design, Features of good research design, Choice of research design, Scientific method and research design, Types of research design Validity and reliability in research

Unit-4: Data collection (06)

Primary and Secondary data – Sources – advantages/disadvantages, Data collection Methods – Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection. Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Thurston-equal appearing interval scale, MDS – Multi Dimensional Scaling.

Unit-5: Hypothesis (06)

Meaning, Types, characteristics, sources, Formulation of Hypothesis, Errors in hypothesis testing, parametric and nonparametric test: T-test, Z-test, F-test, U-test, Rank-Sum test, K-W test. (Theory only)

Unit-6: Sampling (05)

Meaning, Steps in Sampling process, Types of Sampling - Probability and non-probability Sampling Techniques, Errors in sampling. Sampling process

Unit-7: Introduction to statistical tools of Business Research (05)

Bivariate Analysis (Chi-square only), Multivariate Analysis - Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, ANOVA – One-way & Two-way classification (Theory only)

Unit 8: Report Preparation and Presentation (05)

Objective, Importance of the Report and presentation, Report preparation, Report format, Report writing, Guidelines for tables and graphs, Reading the research report

References books:

1. Research Methodology (Methods & Techniques) – C.R.Kothari - Wiley Eastern Ltd
2. Business Research Methodology – Shrivastav- Tata McGraw Hill
3. Business Research Methodology – J.K. Sachdeva- Himalaya Publishing House

4. Marketing research-An applied orientation,5th edition-Naresh K. Malohtra,Satyabhushan Dash-pearson Publication
5. Research Methodology – A.B. Rao- Excel Books
6. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– PearsonEducation
7. Methodology and Techniques of Social Research- Wilkinson &Bhandarkar- Himalaya Publishing House
8. Business Research Methods- Murthy, Bhojanna- Excel Books

Course Outcome:

After completing the course the student should be able to-

CO No.	CO	Cognitive level
206.1	Defining and framing the research problems	1
206.2	Carrying out research with appropriate organisation and execution of research	6
206.3	Writing a research proposal, research report and thesis	6

Paper: 207: Ethical Practices In Business

External Marks 60+Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hour

Course Objectives:

This paper aims at providing the students the understanding of ethical issues related to business and good Corporate Governance Practices. Therefore, the course is designed to make student to:

- To Identify the possible ethical problems in Business contexts
 - To deliberate and discuss the practices to solve Ethical Problems
 - To understand the issues of Ethics and Governance through Case studies.
-

Unit-1: Understanding Ethics

- 1.1 Introduction
- 1.2 What are Ethics?
- 1.3 Essence of Ethics
- 1.4 Determinants of Ethics
- 1.5 Theories of Ethics: Normative Ethics, Descriptive Ethics, Meta Ethics and Applied Ethics
- 1.6 Differentiating Between Ethics, Morals and Law

Unit-2: Values

- 2.1 Introduction to Human values
- 2.2 Defining Values
- 2.3 Types of Values
- 2.4 Morals, Values, and Ethics
- 2.5 Features of Values
- 2.6 Human Beings: Value Creating and Value Fulfilling Animals
- 2.7 Hierarchy of Values

Unit-3: Business Ethics:

- 3.1 Business ethics- Meaning, Need, Importance of ethics in business
- 3.2 Why business Ethics is vital for Managers?
- 3.3 Factors influencing Business ethics
- 3.4 Principle of Business Ethics
- 3.5 Attitude of Indian manager towards Business Ethics
- 3.6 Hofstede's cultural typology: Understanding Indian Business.
- 3.7 Ethical leadership and its Implication
- 3.8 Holistic approach for managers in decision-making

Unit-4: Ethics in Business Disciplines

- 4.1 Ethics in marketing
- 4.2 Ethical and social issues in Advertisements.
- 4.3 Ethics & HRM
- 4.4 Ethics in Accounting & Finance
- 4.5 Ethics in Information Technology

Unit-5: Corporate Governance

- 5.1 Introduction to corporate governance
- 5.2 Why do we need corporate governance?
- 5.3 Basic principles of corporate governance
- 5.4 Regulatory framework of corporate governance in India
- 5.5 Companies Act 2013

5.6 Business ethics in corporate governance

Unit-6: Eminent Philosophers and their contribution towards ethics

- 6.1 Socrates
- 6.2 Plato
- 6.3 Aristotle
- 6.4 John Locke Summary
- 6.5 Immanuel Kant
- 6.6 Jeremy Bentham
- 6.7 John Rawls
- 6.8 Confucius
- 6.9 Swami Vivekananda

Unit-7: Ethical Paradoxes & Cases

References book:

- 1. Business ethics & Professional Values by A. B. Rao, Excel Books
- 2. Business Ethics-Concept & Cases by Manuel G. Velasquez
- 3. Business Organization and Management by Neeru Vasisth, Namita Rajput, Kitab Mahal Publishing
- 4. Management by Ricky W. Griffin, AITBS Publishers
- 5. Corporate Governance by P. P. Arya, B.B. Tondon, A. K. Vashisht, Himalaya Publishing House
- 6. Ethical Management by Satish Modh, McMillan India Ltd.
- 7. Business Ethics by Dr. A.K. Gavai, Himalaya Publishing House
- 8. Corporate Governance & Business Ethics: Text & Cases by U.C. Mathur, McMillan India Ltd.
- 9. Business Ethics and Indian Value System: text and cases by Anand Singh, Himalaya Publishing House
- 10. Business ethics and managerial values by S. K. Bhatia, Deep & Deep Publications
- 11. Ethics Integrity and Aptitude for civil service examination by M. Karthikeyan, McGraw Hill Education (India) Private Limited.

Course Outcomes:

After completing the course the student should be able to-

CO No.	CO	Cognitive level
207.1	understand role of Ethics, Morale, Values and culture from Indian and Global Perspective	2
207.2	Evaluating the role of Indian managers towards Business ethics	5
207.3	applying Holistic approach for managers in decision-making; and resolving the issues of ethical dilemmas	6

Audit Courses under CBCS

AC-201(A): Soft Skills

Course Objective:

- 1) To inculcate different soft skills among students.
-

Unit 1. Introduction to soft skills (02 Hrs)

Formal definition, Elements of soft skills, Soft vs. Hard skills, Emotional quotient, Goal setting, life skills, Need for soft skills, Communication skills, Etiquettes & Mannerism.

Unit 2. Self Assessment(04 Hrs)

Goal setting, SWOT analysis, attitude, moral values, self confidence, etiquettes, non-verbal skills, achievements, positive attitude, positive thinking and self esteem.

Activity: The teacher should prepare a questionnaire which evaluate students in all the above areas and make them aware about these aspects.

Unit 3. Communication Skills (08 Hrs)

Types of communication: Verbal, Non-verbal, body language, gestures, postures, gait, dressing sense, facial expressions, peculiarity of speaker (habits).

Rhetoric speech: Prepared speech (topics are given in advance, students get 10 minutes to prepare the speech and 5 minutes to deliver, Extempore speech (students deliver speeches spontaneously for 5 minutes each on a given topic), Storytelling (Each student narrates a fictional or real life story for 5 minutes each), Oral review (Each student orally presents a review on a story or a book read by them)

Drafting skills: Letter, Report & Resume writing, business letters, reading & listening skills

Activity: The teacher should teach the students how to write the letter, report and build resume. The teacher should give proper format and layouts. Each student will write one formal letter, one report and a resume.

Unit 4. Formal Group Discussion, Personal Interview & Presentation skills (04 Hrs)

Topic comprehension, Content organization, Group speaking etiquettes, driving the discussion & skills.

Preparation for personal interview: dress code, greeting the panel, crisp self-introduction, neatness, etiquettes, language tone, handling embarrassing & tricky questions, graceful closing.

Activity: Each batch is divided into two groups of 12 to 14 students each. Two rounds of a GD for each group should be conducted and teacher should give them feedback. Mock interview are to be conducted.

Unit 5. Aptitude and analytical skills (08 Hrs)

Quantitative aptitude, Numerical reasoning, verbal reasoning, diagrammatic test, situational tests, logical thinking.

Analytical skills: Definition, Types, problem solving

Unit 6. Life skills(04 Hrs)

Time management, critical thinking, sound and practical decision making by dealing with conflicts, stress management, leadership qualities

Activity: The teacher can conduct a case study activity to train students for decision making skills. The teacher should conduct a session on stress management and guide students on how to manage stress. The teacher may conduct a stress relieving activity in the class. He/she may counsel students individually to know their problems and guide them on dealing with them effectively.

Books:

1. Basics of Communication In English: Francis Sounderaj, MacMillan India Ltd.
2. English for Business Communication: Simon Sweeney, Cambridge University Press
3. An Introduction to Professional English and Soft Skills: Das, Cambridge University Press
4. Quantitative Aptitude: R.S. Agrawal

Course Outcome:

After completing the course the student should be able to-

CO No.	CO	Cognitive level
AC 201A.1	Identify their lacunas about some soft skills and try to overcome the same.	2
AC 201A.2	Practice learned soft skills in real life and do their jobs more effectively.	3

AC-201(B): Practicing Sports Activities

Course Objective:

- 1) To motivate students towards sports and provide them required training.
-

SR NO.	NAME OF THE SPORT/GAME (Select ONE of the Following)	SYLLABUS OF THE COURSE	TIMING (02 Hours in a Week)	SEMESTER
1	Volleyball	<ul style="list-style-type: none">• General Fitness• Basic Fitness• Specific Fitness• History of the Game• Basic Skill of the Game• Major Skill of the Game• Technique & Tactics of the Game• Game Practice	Morning : 07 to 09 AM OR Evening : 05 to 07 PM	Total 30 Hours in Each Semester
2	Athletics			
3	Badminton			
4	Cricket			
5	Basketball			
6	Handball			
7	Kabaddi			
8	Kho-Kho			
9	Table-Tennis			
10	Swimming			

Course Outcomes:

After completing the course the student should be able to-

CO No.	CO	Cognitive level
AC201B.1	Identify one or more sports of their choice and develop more interest to participate at University/National level sport events.	2
AC201B.2	Practice the learned sports activities regularly in real life.	3

AC-201(C): Practicing Yoga

Course Objective:

- 1) To motivate students towards yoga and provide them required training.

- Yoga :Meaning, Definition & Introduction, Objectives
- Primary Introduction of Ashtanga Yoga
- Preparation of Yogabhyas
- Omkar Sadhana, Prayer, Guru Vandana
- Sukshma Vyayamas
- Suryanamaskar(12 Postures)
- Asanas :
 - Sitting (Baithaksthiti) - Vajrasana, Padmasana, Vakrasana, Ardha-Pashchimotanasana
 - Supine (Shayanthiti) - Uttan Padaasana(Ekpad/Dwipad), Pawanmuktasana, Viparitarani Aasan, Khandarasana, Shavasana
 - Prone (Viparitshayanthiti) - Vakrahasta, Bhujangasana, Saralhasta Bhujangasana, Shalabhasana(Ekpad/Dwipad), Makarasana
 - Standing (Dhandstithi) - Tadasana , TiryakTadasana, Virasana, Ardh Chakrasana
- Primary Study of Swasana: Dirghaswasana, Santhaswasana, JaladSwasana - 6 Types
- Pranayama : Anuloma-viloma, Bhramari

Course Outcomes:

After completing the course the student should be able to-

CO No.	CO	Cognitive level
AC201C.1	Identify and practice some Yoga as asanas regularly in their life to remain healthy	2
AC201C.2	Provide guidance and practice about Yoga to their friends, parents and relatives.	3

AC-201(D): Introduction to Indian Music

Course Objective:

- 1) To motivate students towards Indian music and provide them minimum required training.
-

- Definition and brief about generation of Swar, Saptak, Thaata, Raaga, Aavartan, Meend, Khatka, Murkhi, Taal, Alapa etc.
- Taal and its uses - Treetaal, Daadraa, Zaptaal, Kervaa.
- Information of Badaakhyaal, Chhotaakhyaal (one), Sargam, Lakshangeet (information)
- Detailed information of Tambora
- Detailed information of Harmonium and Tabla.
- Five filmy songs based on Indian Classical Music (Theory and Presentation)
- Sound Management - Basic information of Sound Recording (including Practicals)
- Composition of Music as per the Story
- Preparing news write-ups of the Seminars, Library Musical Programmes held at the nearest Akashwani, by personal visits.

Course Outcomes:

After completing the course the student should be able to-

CO No.	CO	Cognitive level
AC201D.1	Identify different types of Indian music	3
AC201D.2	Develop more interest to learn and practice Indian music	4

Paper: 301- Strategic Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. To understand the current scenario of business in VUCA (volatility, uncertainty, complexity and ambiguity) world.
 2. To arouse interest and explore students to the diversity of issues prevalent in the Indian Economy.
 3. To provide insights into to the students about the emerging technologies and innovative practices adopted by the companies
-

Unit I:

Business Policy: Introduction of Business Policy, Meaning of Business Policy, Definition of Business Policy, Features and Essentials of Business Policy, and Difference between Policy and Strategy.

Unit II:

Strategy and Strategic Management: Introduction to Strategy, Meaning and Definition of Strategy Characteristics and Features of Strategy, Vision, mission and purpose – Business definition, objectives and goals, Mintzberg's 5 P's of Strategy, The strategic Management process.

Unit III:

Business Environment: Introduction and Management of Business Environment, Features of Environment, Environmental Analysis, Components of Internal Environment, Environmental Scanning, Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter's Five Forces Model of competition.

Unit IV:

Strategy Formulation: Corporate Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Business level strategies: Industry Structure, Positioning of firm, Generic Competitive strategies: Low cost, Differentiation, Focus.

Unit V:

Corporate Portfolio Analysis: BCG Matrix and GE 9 Cell Model

Unit VI:

Strategy Implementation: Introduction, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Unit VII:

Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations.

Unit VIII: Cases in Strategic Management

References Books:

1. Strategic Management – An integrated Approach (Text & Cases) Charles W.L. Hill, Gareth R. Jones, All India Publishers & Distributors Regd.

2. Strategic Management – Alex Miller Irwin McGraw Hill
3. Strategic Management – Strategy Formulation & Implementation – John A Pearce II, Richard B. Robinson Jr. A.I.T.B.S. Publishers & Distributors (Regd)
4. Strategic Management – Colin White, Palgrave MacMillan.
5. Strategic Management – Ireland, Hoskisson, Hitt Cengage Learning
6. Concepts in Strategic Management & Business Policy- Thomas L Whelen, J David Hunger, Pearson.
7. Business Policy & Strategic Management (Text & cases)

Course Outcomes:

After completing the course the student should be able to-

CO No	Course outcome	Cognitive level
301.1	Equip students with Innovative ideas with all necessary skills and knowledge for putting their ideas into practice.	1
301.2	Explain the various emerging trends in business and their application into business	2
301.3	Develop proactive thinking so as to perform effectively in the dynamic socio-economic and current business ecosystem.	6

PAPER: 302: BUSINESS LAW-I

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. To acquire knowledge and develop understanding of the regulatory framework of various Business Law viz. The Indian Contract Act, 1872, The Sales of Goods Act, 1930 etc.
 2. To provide a basic understanding of the mechanism of business contract.
 3. To provide with knowledge of the legal environment in which a consumer and businesses operates, and to provide with knowledge of legal principles.
-

Unit 1: Introduction to Business Laws

- Introduction, nature of law, meaning and definition of business laws, scope and sources of business laws.

Unit 2: Contract Laws

- **Indian Contract Act, 1872:** Brief History of the Act Scope of the Act Objectives of the Act Definition of Contract Essentials of a Valid Contract Classification of Contracts
- **Offer and Acceptance:** Offer or Proposal, Essentials of a Valid Offer, How Communication is Affected? Implied Proposal and Acceptance Communication of Proposal Revocation of Offer through Communication of Acceptance
- **Consideration:** Definition, Components of Consideration, Legal Rules as to Consideration, Adequacy of Consideration.
- **Legal capacity to contract: Meaning** of Legal Capacity, Nature of Minor's Agreement, Effects of Minor's Agreements, Capacity of Insane Persons, Persons of Unsound Mind Other Persons.
- **Free Consent:** Meaning of Free Consent, Circumstances When Consent is Not Free, Distinction between Coercion and Undue Influence and mistake, Types of Misrepresentation, Essential Elements of Fraud Misrepresentation and Fraud.

Unit 3: Contract Laws: Performance of contract

- **Performance of contract & Discharge of contract:** Definition, Types and its essential, Performance and Demand of Performance, Time and place of performance, Discharge of contract.
- **Contract of Indemnity and Guarantee:** Definition of indemnity, Essential element of Indemnity, Rights and Liabilities, Definition of Guarantee, Rights and duties, Distinction between Contract of indemnity and Contract of Guarantee, Right and Duties of Surety, Discharge of Surety.
- **Breach of Contract & Remedies:** Remedies available to an aggrieved party. Quasi contract.

Unit 4: Indian Sale of Goods Act, 1930:

- Scope of the Act, Definition of Contract of Sale, Essentials of a Contract of Sale, Classification of Goods ,Distinction between Sale and Agreement to Sell ,Conditions and Warranties ,Distinction between a Condition and Warranty, Express and Implied Conditions and Warranties, Doctrine of Caveat Emptor, Rights of the Buyer, Right against the Seller, Breach of the Contract. Duties of the Buyer, Rights of Unpaid Seller against the Goods.

Unit 5:The Indian Partnership Act, 1932

- Definition and essentials, Mode of Determining Existence of Partnership, Types of Partners and kinds of Partnership, Partnership Deed and its contents, Rights and Duties, and Liabilities of Partner, Dissolution of a Partnership Firm: Modes of Dissolution of Partnership firm.

Unit 6: Companies Act-1956/2013

- Meaning and Definition of Company, Main characteristic features of a company, Types of companies Memorandum of Association & Articles of Association Additional Documents Required for Incorporation, Certificate of Incorporation Alteration of Memorandum and Articles, Promoters: Meaning and Importance, Position, Duties and Liabilities. Doctrine of Ultra-Vires, The Doctrine of Constructive Notice and Doctrine of Indoor Management
- General Meetings, Need of meeting, Kinds of Meetings and Resolution. Proceedings at General and Other Meetings. Recording and Signing of Minutes.
- Winding-up and Dissolution of companies, Different modes of winding up, Modes of dissolution of company.

Unit-7:The Competition Act, 2002

- Scope of the Act Objectives of the Act Definitions Prohibition of Certain Behaviour Competition Commission of India (Cci) Director-General, Duties of Director-General Duties, Powers and Functions of Commission Penalties.

Unit-8: Case Discussion on selected topics:

- Contract Laws
- Indian Sale of Goods Act, 1930:
- The Indian Partnership Act, 1932
- Companies Act-1956/2013

References Books

1. Legal Aspect of Business- By R.R. Ramthirthkar-Himalaya Publication Co.
2. Mercantile Law-M.C.Shukla
3. Business Law- Maheshwari-Himalaya Publication Co.
4. Business Law-S.S. Gulshan& G.K. Kapoor-New Age International Publishers
5. Legal Aspects of Business- By Ravinder Kumar- Cengage Learning.

Course Outcomes:

After completing the course the student should be able to-

CONo	Course Outcomes	Cognitive level
302.1	Able to understand the basic concepts and laws of business	03
302.2	Identify the fundamental legal principles behind contractual agreements.	03
302.3	Acquire problem solving techniques and to be able to present coherent, concise legal argument.	04

Paper: 303: Current Business Scenario

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. To equip students with the knowledge of strategic management process and strategy formulation
 2. To enable students to analyze and understand the external and internal environment of an organization.
 3. To develop strategic thinking and decision-making abilities of students, especially in relation to understanding the business models and strategies
-

Unit-1: Business Policies & Historical Perspectives

- 1.1 Economic Planning in India
- 1.2 Democratic Socialism and Mixed economy in India.
- 1.3 Industrial Policies 1991 onward, Economic reforms in India- An appraisal
- 1.4 Implications & Evaluation of Government policies related to FDI in India.

Unit-2: GATT, WTO: Policy & Implication

- 2.1 Origin, Function and Objectives of GATT & WTO
- 2.2 Principal of WTO
- 2.3 Concerned issues with WTO: Transparency, MFN Treatment
- 2.4 National Treatment: Non Discrimination within a country
- 2.5 TRIP, TRIM and dispute settlement

Unit-3: Monetary Policies and Fiscal policies

- 3.1 Recent Monetary Policy and Fiscal policy
- 3.2 Role of RBI in Making India Less Cash Economy.
- 3.3 Merger and Acquisitions of Nationalized Banks in India

Unit-4: Innovation, Entrepreneurship & Business Development

- 4.1 Start-ups and Entrepreneurship
- 4.2 Start-up Ecosystem in India
- 4.3 Start-up Action plan 2016.
- 4.3 Make in India programme.

Unit-5: E- Business and current Scenario

- 5.1 E business conceptual analysis, Advantages & disadvantages.
- 5.2 Industry 4.0
- 5.3 Online shopping & payments, technological innovations in online trade
- 5.4 Growth of FinTech, Mobile wallet
- 5.5 Payments in India- Driving less cash Economy
- 5.3 Execution & Impact of E-Commerce, M-commerce

Unit-6: Impact on India and world economy post COVID-19

- 6.1 Impact on Indian economy as a whole
- 6.2 Work from home
- 6.3 Online education

Unit-7: Case Analysis

References

1. Management a global perspective: Heinz Weirich & others, TATA Mcgraw Hill, New Delhi, 12th Edition 2009
2. Corporate Restructuring: Mergers, Acquisition & Other Forms- Bhagaban Das, Debda Rashkit, Sathya Swaroop Debasish, Himalaya Publishing House, 1st Edition, 2009, Mumbai
3. International Business- Mike W. Peng, South Western Publishing, Cengage Learning,

2007, New Delhi

4. International Business Text & Cases (2010), P. Subbarao, Himalaya publishing house, New Delhi. 2nd edition,
5. Contemporary issues in commerce management & IT, Dr. Seema Joshi, Dr. Madhulika Sonawane, Dr. S. P. Narkhede, Edition 2013, Varad Prakashan Ltd.
6. M-commerce Visvesh Rayalu Himalaya Publishing House.
7. Managing Economic Downturn, Dr. Seema Joshi, Dr. Anil P. Dongre, Dr. S. P. Narkhede, Edition 2012, Society for Science and Environment, New Delhi
8. International Business, K Aswashtapa, Tata McGraw Hill, Edition 3rd.
9. Twenty years Economic Reforms in India, M.M. Suri, New Century Publication New Delhi.
10. http://www.civilserviceindia.com/current-affairs/business_and_economy.html <http://currentaffairs-businessnews.com/>

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcome	Cognitive level
303.1	Ability to think strategically about an organization, its business position and develops plan to ensure sustainability of organization	1
303.2	Develop the knowledge and abilities in formulating strategies and strategic plan	3
303.3	Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences	5

Paper: 304 A Financial Management & Decision Making

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. Associate the financial parameters relevant to decision making.
 2. Learn the skills for applying various procedures and formulae related to financial analysis.
 3. Compare the interpretations drawn based on prepared analysis.
-

Unit- 1: Time value of Money

- 1.1 Time Lines and Notation
- 1.2 Future value of Single Amount
- 1.3 Present Value of a Single Amount
- 1.4 Future value of Annuity
- 1.5 Present value of Annuity
- 1.6 Present value of Perpetuity
- 1.7 Intra-year Compounding and Discounting

Unit- 2: Risk and Return

- 2.1 Risk and return of single asset
- 2.2 Risk and return of portfolio
- 2.3 Measurements of market risk
- 2.4 Determinants of Beta
- 2.5 Relationship between risk and return

Unit- 3: Capital Structure and Firm's Value

- 3.1 Assumption and definition
- 3.2 Net income and net operating income approach
- 3.3 Traditional position
- 3.4 Modigliani and Miller position
- 3.5 EBIT-EPS Analysis
- 3.6 ROI and ROE analysis
- 3.7 Comparative analysis
- 3.8 Guidelines for capital structure analysis

Unit-4: Management of Working Capital

- 4.1 Concept of Working Capital, Factors Determining Working Capital, Methods of stimulating Working Capital, Working Capital Management, Sources of Working Capital

Unit -5: Cost of Capital

- 5.1 Introduction to Cost of Capital
- 5.2 Cost of Debt and Preferences
- 5.3 Cost of Equity
- 5.4 Weighted average cost of capital
- 5.5 Weighted marginal cost of capital

- 5.6 Floating cost and cost of capital
- 5.7 Factors affecting weighted average cost of capital

Unit -6: Dividend Theory

- 6.1 Issues in Dividend Policy
- 6.2 Dividend Relevance: Walter Model
- 6.3 Dividend Relevance: Gordon Model
- 6.4 Dividend & Uncertainty
- 6.5 Dividend irrelevance: Modigliani and Miller Hypothesis

Unit -7: Capital Budgeting Decision

- 7.1 Nature of Investment Decision
- 7.2 Types of Investment Decision
- 7.3 Investment Evaluation Criteria: Net Present Value & Calculation of NPV, Internal Rate of Return & Calculation of IRR, Profitability Index, Payback

Unit -8: Ratio Analysis

- 8.1 Profitability Ratios
- 8.2 Leverage Ratios
- 8.3 Liquidity Ratios
- 8.4 Operating Ratios

Reference Books:

1. Financial Management problems and solutions-Ravi M Kishor, Taxman Publications Pvt Ltd
2. Theory and problems in Financial Management-M.Y. Khan, P.K. Jain, Tata McGraw Hill, New Delhi
3. Financial Management and Policy-R. M. Srivastava, Himalaya Publishing House
4. Financial Management-Prasanna Chandra, Tata McGraw Hill, New Delhi
5. Financial Management-Ravi M Kishor, Taxman
6. Financial Management-M. Y. Khan, P. K. Jain, Tata McGraw Hill, New Delhi
7. Financial Management-P.V. Kulkarni, B.G. Satyaprasad, Himalaya Publishing House
8. Fundamentals of Financial Management-Preeti Singh, Ane Books Pvt. Ltd
9. Financial Management –Brigham, Ehrhardt, 16 Edn, Cengage Publications
10. Indian Financial System-Bharti Pathak, Pearson Publications

Course Outcomes:

After completing the course the student should be able to-

CO No	Outcome	Cognitive level
304A.1	Express various financial parameters which helps them implementing it in private sector firms' financial decision-making process.	2
304A.2	Organize the practical knowledge of financial procedures and formulae to prepare financial analysis.	4
304A.3	Evaluate the analysis to recommend for appropriate decision making in company finances.	5

305 A – Indian Financial System

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. To understand the structure and composition of Indian Financial System
 2. To discuss about different financial markets in financial system and its association with economy
 3. To study Indian Stock market and its composition & functioning
-

Unit 1: Financial System: An Introduction

- 1.1 Components of Financial system
- 1.2 Function of Financial system
- 1.3 Financial system design
- 1.4 Nature and role of financial Institutions {Intermediaries} and financial market

Unit 2: Financial system and the Economy

- 2.1 Introduction
- 2.2 A Macro – Economic Framework Analysis for exploring the Role of financial System in the economy.
 - i) National Income accounts
 - ii) Flow of Funds accounts
 - iii) Trends in saving and Investment
- 2.3 Relationship between the financial system and economic Growth: Some Theoretical Empirical Evidence

Unit 3: Primary Market & Secondary Market

- 3.1 Introduction
- 3.2 Free Pricing regime & Book Building- A new issue Mechanism in India
- 3.4 On-Line IPO's, Green Shoe Option
- 3.5 Resource Mobilized from the Primary Market
- 3.6 Post-reforms Stock Market Scenario, Organization, Management, and Membership of
- 3.7 Stock Exchange, Listing Securities, Trading Arrangements, Trading and settlement, Internet trading
- 3.8 Stock Exchanges: Bombay stock Exchange, National stock Exchange of India, over the counter Exchange of India, Interconnected stock Exchange of India
- 3.9 Stock Market Index
- 3.10 Reserve Bank of India

Unit- 4: Money and Capital Market

- 4.1 Money Market composition
- 4.2 Call/Notice Money Market
- 4.3 Money Market Instruments
- 4.4 Money Market Intermediaries
- 4.5 History of Indian capital Market
- 4.6 Reforms in capital Market

Unit- 5: Debt Market

- 5.1 Introduction
- 5.2 The Private corporate Debt Market
- 5.3 The Public Sector Undertaking Bonds Market

5.4 The Government Securities Market

Unit 6: Derivatives Market

6.1 Introduction

6.2 Derivatives Market in India

6.3 Forwards and Futures

6.5 Options

6.6 Options Trading strategies

6.7 Derivative Trading in India

6.8 Swap Option

Reference Books:

1. Indian Financial System-Bharti Pathak Pearson
2. Dynamics of Indian Financial System- Preeti Singh,Ane Books
3. Financial Markets, Institutions and Services-N. K. Gupta, Monika Chopra,Ane Books
4. Financial Derivative & Risk Management, O. P. Agarwal, HPH.
5. Financial Institution and Market, L. M. Bhole, Tata McGrawth Company Ltd.

Course Outcomes:

After completing the course the student should be able to-

CO No.	Course Outcomes	Cognitive level
305A.1	Articulate about financial system, its functioning along with in depth knowledge of money and capital market	2
305A.2	Evaluate the activities in financial system and able to identify the niche areas in different markets under the financial system	5
305A.3	Applying the knowledge about capital, money and derivative markets and can easily deals with stock market activities	6

Paper: 306(A): Financial Services and Instruments

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives

1. To familiarize the students with the nature and scope of various types of financial services
 2. To understand the regulatory environment in which they are undertaken.
 3. To introduce the students to various tools and techniques of financial services and instruments.
-

Unit -1: Depositories and Custodians: (8 hours)

- 1.1 Depository System
- 1.2 National Securities Depository Limited
- 1.3 Central Depository Service (India)Limited
- 1.4 Custodians
- 1.5 Stock Holding Corporation of India Limited

Unit -2: Credit Rating: (8 hours)

- 2.1 Introductions
- 2.2 Credit Rating Agencies in India
- 2.3 Role of Credit Rating Agencies in the Evaluation of Issuers of Securities
- 2.4 Growth of Credit Rating Industry in India
- 2.5 Importance of the Role of Credit Rating Agencies
- 2.6 Limitations of Credit Rating- Rating Downgrades

Unit- 3: Factoring and forfeiting: (8 hours)

- 3.1 Evolution and Meaning of Factoring
- 3.2 Types of Factoring
- 3.3 Significance of Factoring
- 3.4 Advantages and Disadvantages of Factoring
- 3.5 Forfeiting
- 3.6 Forfeiting Vs. Factoring
- 3.7 Types of Instruments

Unit- 4: Merchant Banking (8 hours)

- 4.1 Introductions
- 4.2 Origin of Merchant Banking
- 4.3 Nature of Merchant Banking
- 4.4 Merchant Banking Functions
- 4.5 Pre-Issue Management
- 4.6 Types of Issue
- 4.7 Role of Merchant Banker in Pre Issue Management
- 4.8 Post Issue Management
- 4.9 Difference between Merchant Banking and Investment Bankers

Unit -5: Mutual Fund (8 hours)

- 5.1 Definition of Mutual Fund
- 5.2 Evolution and Growth of Mutual Fund in India
- 5.3 Organization of a Mutual Fund
- 5.4 Types of Mutual Fund Schemes
- 5.5 Risk and Cost Involved In Mutual Fund
- 5.6 Roles of Intermediaries in the Indian Mutual Fund Investment
- 5.7 Growth and Performance of Mutual Fund in India

Unit- 6: Insurance (8 hours)

- 6.1 Introductions
- 6.2 Origin and Development of Insurance
- 6.3 Opening Up Of the Insurance Sector
- 6.4 Insurance Regulatory and Development Authority
- 6.5 Health Insurance
- 6.6 Insurance Intermediaries
- 6.7 Risk Management
- 6.8 General Insurance
- 6.9 Reinsurance
- 6.10 Life Insurance
- 6.11 Role of Life Insurance in the Growth of the Economy

Unit 7 : Instrument in Capital and Money Market (6 hours)

- 7.1 Equity, Preference Shares, Debentures/Bonds/Notes Innovative Debt Instrument/Securities
- 7.2 Types of Money Market Instruments: Treasury bill, Certificate of Deposit, Commercial Paper
- 7.3 Collateralized Borrowings and Lending Obligation

Unit 8: Banking Product and Services (6 hours)

- 8.1 Deposit Products
- 8.2 Loan Products and other instruments
- 8.3 Retail Banking Products

References Books:

- 1. Indian Financial System-Bharti Pathak, Pearson
- 2. Dynamics of Indian Financial System- Preeti Singh, AneBooks
- 3. Financial Markets, Institutions and Services-N. K. Gupta, Monika Chopra, AneBooks
- 4. Merchant Banking & Financial Services, Dr. K.Ravichandran,HPH
- 5. Financial Services, M. Y. Khan Tata McGrawth CompanyLtd

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcomes	Cognitive level
306A.1	Understand the role and function of the financial system in reference to the macro economy.	2
306A.2	Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.	2
306A.3	Evaluate and create strategies to promote financial products and services.	5

Paper: 307 (A): Strategic Financial Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives

1. To acquaint the students with concepts of financial management from strategic perspective.
 2. To familiarize various Techniques and Models of Strategic Financial Management.
 3. To provide knowledge of practical aspects of financial management so as to develop skills in taking financial and investment decisions.
-

1. Strategic Financial Management

- An Overview- Meaning & Process
- Strategy and Strategist
- 9's Model of SFM

2. Capital Structure

- Net Income Approach; Net operating income approach
- Modi-Giliani and Miller
- Risk and Return Trade off
- Factors affecting on Capital Structure
- Optimum capital Structure

3. Capital Budgeting technique

- Pay-Back period method; Net Present value method
- Profitability index method
- Risk evaluation
- Probability analysis; Value of information
- Sensitivity analysis, co-efficient of variation
- Risk adjusted discount rate
- Certainty equivalent approach
- Decision tree analysis

4. Working Capital

- Meaning, Types, Determinants and Assessment of Working Capital Requirements
- Negative Working Capital
- Operating Cycle Concept and Applications of Quantitative Techniques
- Management of Working Capital - Cash Receivables Inventories
- Financing of Working Capital
- Factoring and Forfeiting.

5. Organizational Restructuring:-

- Merger, Acquisition, Amalgamation.
- Financial aspect of Merger, Acquisition, Amalgamation.
- Need for Restructuring.
- Reasons for strategic failure in Merger / Acquisition/Amalgamation.

6. Financial Re-engineering

- Innovative source of finance
- Programs and policies to reward various stakeholders.

7. Corporate Valuation:-

- Reasons for valuation

- Different approaches to enterprise valuation
- Market Related Valuation, Future Cash Flow, Market Capitalization, Economic Value Added.

8. Dividend Policy:

- Introduction
- Types
- Determinants and Constraints of Dividend Policy
- Forms of Dividend
- Different Dividend Theories.

Reference Books:

1. Strategic financial Management , Ravi M. Kishore, Taxman Publication
2. Strategic financial Management, G. P. Jakhota, Vikas Publishing House Pvt.Ltd.
3. Strategic financial Management, A. N. Sridhar , Shroff Publishers & Distributors Pvt.Ltd
4. Financial Management - Prasanna Chandra- Tata McGrawHill
5. Financial Services– 3rd Edition. M. Y. Khan, Tata McGrawHill
6. Innovative Corporate Turnarounds‘Pradip M. Khandwalla,, Saga Publications, NewDelhi.
7. The fourth Eye‘, Pradip M. Khandwalla, Saga Publications, NewDelhi.
8. Financial Management and Policy- Bhalla V. K.-Himalaya
9. Financial Management- I. M. Pandey –Vikas
10. Principles of Financial Management-R. P.Rustagi

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcome	Cognitive level
307A.1	Identify and assess the potential impact of emerging issues in finance and financial management.	1
307A.2	Collect the knowledge of and apply the technical language and practices of financial management.	3
307A.3	Prepare financial analysis with regard to corporate valuation, interest rate and currency risk management and present the information in an appropriate format.	6

Paper: 304 (B) Promotional & Brand Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives

1. To develop comprehensive understanding of brand management
 2. To enable students to analyze and understand the product and brand strategies in an array of customer contexts and competitive contexts product
 3. To provide students with a knowledge and insight into managing product-markets and building brand equity.
-

Unit-1: Advertising and Integrated Brand Promotion in Business and Society

- 1.1 The Evolution of promoting & advertising brands
- 1.2 The world of Advertising & integrated Brand Promotion
- 1.3 Advertising As a Communication Process
- 1.4 Types of advertising
- 1.5 The Economic effect of Advertising
- 1.6 Social, Ethical, and Regulatory Aspects of Advertising and Promotion

Unit-2: Brand Management

- 2.1 Evolution of Brand
- 2.2 The Importance of Branding
- 2.3 The Branding process
- 2.4 Brand identity
- 2.5 Brand personality
- 2.6 Brand Image
- 2.7 Brand Positioning
- 2.8 Brand equity

Unit-3: Structure of the Advertising Industry: Advertisers, Agencies and Media companies

- 3.1 The scope and structure of Advertising Agency
- 3.2 The Advertisers
- 3.3 The Advertising Agency- types , Structure ,Compensation
- 3.4 The Client / Agency Relationship
- 3.5 The suppliers in advertising
- 3.6 The Media of Advertising
 - a. Print media
 - b. Electronic Media
 - c. Digital Interaction

Unit-4: Preparing The Message

- 4.1 Message Strategy- Essential Message objectives and Strategies
- 4.2 Copywriting- Copywriting & the creative plan, Copywriting for Print Advertising, Copywriting for cyberspace, Copywriting for Broadcast Advertising, slogans.
- 4.3 Art Direction and Production- Illustration Design & layout, Production in Print Advertising, Art Direction & Production in cyberspace, Art Direction & Production in Television Advertising.

Unit-5: Media Strategy and Planning for Advertising and IBP

- 5.1 Fundamentals of Media Planning-Media planning process,
- 5.2 Media strategies and Objectives
- 5.3 Media Choice and Integrated Brand Promotions
- 5.3 Role of Internet in Advertising and IBP

Unit-6: Case Analysis

References Books:

- 1) Advertising & Integrated brand promotion- O'Guinn, Allen Semenik, Thomson India Edition.
- 2) Contemporary advertising - William F. Arens- The M.C Graw Hill Companies
- 3) Mass Communication & Media studies- Himalaya Publishing House S.A Chunawala
- 4) Advertising Management Text & Cases New Age International Publishers, V.C. Mathur
- 5) Integrated Marketing Communication A strategic Approach Cengage Learning India Edition, Sirgy, Rattz
- 6) Brand Management Text & Cases (An Indian Perspective)- Dr. S.L. Gupta, Himalaya Publishing House
- 7) Advertising & Sales Promotion – Excel Book, SHH Kazmi, S.K. Batra

Course Outcomes:

After completing the course the student should be able to-

CO NO	Course Outcome	Cognitive level
304 B.1	Describe the concept of brand management and how brand management affects the company's performance and sustainability.	1
304 B.2	Apply the knowledge and abilities in formulating Brand management strategies.	3
304 B.3	Analyze challenges faced by brand managers and companies in implementing and evaluating branding strategies.	4

Paper: 305 (B) Marketing Research and Consumer Behaviour

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Course objective

1. To know the use of tools and techniques for exploratory, conclusive and causal research.
2. To identify and develop consumer needs from the different consumer behavior.
3. To understand the applications of business research tools in Marketing decision making

PART-I: Marketing Research

UNIT 1: Introduction

- Introduction to Marketing Research- Definition Classification, application
- Threats of marketing Research
- Marketing Research Process
- Evaluation and control of marketing research
- Errors in Research Process

UNIT 2: Research Design Formulation

A brief overview of:

- Research Design
- Types of research Design
- Primary data: Meaning and methods of primary data collection
- Secondary data: Meaning and methods of Secondary data collection
- Sampling – Design and Procedures, sample size decisions.

Unit 3: Questionnaire and Measurement and Scaling Techniques

- Introduction, Questionnaire Design,
- Questionnaire Building, Process of Questionnaire Design,
- Information Required , Interview Method,
- Questionnaire Format and Question Composition, Individual Question Content,
- Introduction, Importance and types of scaling techniques.

UNIT 4: Data Collection, preparation and analysis

- A brief overview of
- Field work
- Data preparation
- Correlation and Regression
- Discriminate and logic analysis
- Factor analysis
- Cluster analysis
- Multidimensional scaling and conjoint analysis

(Concept and application to be discussed and taught, Mathematical part need not be taught)

PART- II

UNIT 1: Introduction

Consumer behaviour: meaning, models

Consumer behaviour influences

- External influences

- Cultures and subcultures
- Values
- Demographic and social stratification
- Families and households
- Group influence

- Internal influences

- Perception

- Learning , memory and product positioning
- Attitudes
- Self-concept and Life style

UNIT 2: Consumer Decision Process

- Situational influence
- Problem recognition
- Information search
- Alternative evaluation and selection
- Outlet selection and purchase
- Post purchase process
- Customer satisfaction
- Customer commitment

UNIT 3: Analysing consumer market and Buyer behavior

- Factors influencing business buyers
- Characteristics of business markets
- Adoption process
- Psycographics, values, Personality and lifestyle
- Industrial buyer and marketing

UNIT 4 Symbolic consumer behavior

- Meaning, sources and functions of Symbolic
- The role of Acquisition function
- Use of symbols and concepts
- The connectedness and expressiveness functions
- Special professions

References Books:

1. Marketing Research – An applied orientation- Pearson Naresh Malhotra & Satyabhushan Dash. Pearson
2. Marketing Research – Text and cases- Rajendra Nargundkar, Tata McGraw Hill
3. Marketing Research – G.C.Beri, McGraw Hill
4. Consumer Behaviour – Building Marketing Strategy - Del Hawkins, Roger Best, Kenneth Coney, Amit Mookerjee, Tata Mc Graw Hill.
5. Consumer Bhehaviour - Mechael Solomon, Prentice Hall India.
6. Consumer Behaviour – Concepts Applications & Cases- M.S Raju & Dominique xardel Vikas Publication
7. Consumer Bhehaviour Text and Cases; Satish Batra & SHH Kazmi, Excel Book
8. Consumer Behaviour (Including Skill Development) C.N Sontakki, Himalaya Publishing House.

Course Outcomes:

After completing the course the student should be able to-

CO No.	Course Outcome	Cognitive level
305 B.1	Able to take decisions and plan, develop, execute and control marketing strategies	2
305 B.2	understand the quality of research studies to gain the knowledge about business research in marketing decision making	2
305 B.3	Differentiate the consumer behavior and their decision-making process	4

Paper: 306 (B) Global Marketing Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course objectives:

1. Learn and identify the challenges and procedures global marketing
2. Analyse and plan for the strategies for global markets
3. Able to differentiate and choose the right strategy for global market as per the international environment of business.

UNIT 1: Global Marketing challenges and environment

- 1.1- Definition, development of the concept 'Global marketing, Challenges of Global Marketing
- 1.2- Theories and Stages of International Marketing
- 1.3- Strategic orientation and initiation of internationalization
- 1.4-Trade distortions and Marketing barriers
- 1.5- The dynamic environments of International Trade socio-cultural, political and economic
- 1.6- Impact of EPRG environment on Global Markets

UNIT 2: Finding Global market opportunities

- 2.1- Developing a global vision through marketing research, methods and pros-cons of research
- 2.2-Online and international MIS methods of international research
- 2.3-Consumer behavior in international context
- 2.4-International market selection process
- 2.5-Stakeholder analysis
- 2.6- Firms international competitiveness,
- 2.7-Value chain analysis

UNIT 3: Deciding which market to enter

- 3.1- Foreign market entry strategies, intermediate entry modes
- 3.2-External linkages
- 3.3- Multinational market Regions , Market Groups
- 3.4- Concept of International collaborations, mergers, acquisitions
- 3.5-Strategic alliances

UNIT 4: Developing Global marketing strategies

- 4.1- Global marketing management: Planning and organization
- 4.2- Products Strategies & Planning
- 4.3-New product for international markets
- 4.4- Services marketing for international businesses
- 4.5- International Branding decisions
- 4.6- International marketing channels
- 4.7- Exporting and Logistics

Unit 5: Designing global marketing program

- 5.1- Integrated marketing communication, tools and process
- 5.2- International advertising strategies in practice
- 5.3-Implication of internet for promotion strategies
- 5.4- Factors influencing international pricing decisions
- 5.5- international pricing strategies for competitive advantage in markets

UNIT 6: Implementing Global Marketing Strategies

- 6.1- Sources of financing and international money markets

- 6.2-Global marketing budget (broad attributes)
- 6.3- Negotiating with International customers, Partners and Regulators
- 6.4- cross -cultural sales negotiations
- 6.5-controlling the global marketing program

UNIT 7: Global Marketing – An Indian Perspective

- 7.1-Current trends in India's Foreign Trade
- 7.2- Institutional Infrastructure for export promotion in India
- 7.3- Current Exim policy of India 2015-2020
- 7.4-Make in India and global markets
- 7.5- Role of WTO in International market development of India.

UNIT 8: Application of global marketing through innovative strategies

- 8.1-Green marketing
- 8.2-Viral marketing
- 8.3-Global E-marketing
- 8.4- Case study on global marketing for practice

References Books:

1. International Marketing -Tata McGraw-Hill Edition, Philip Cateora John Graham.
2. International Marketing- McGraw Hill International Editions, Philip Cateora
3. Global Marketing Management, Prentice Hall of India Pvt. Ltd., Warren J. Keegan (Central Library 658.8 KEE 27419)
- 4.International Trade and Export Management- Himalaya Publishing House, Francis Cherunilam
- 5.Global Marketing (with special Indian focus), Svendhollensen and Madhumitabanerjee fourth edition, Pearson ,New Delhi.
6. Edited book 'Make in India' published by Excel India Publishers, New Delhi, ISBN: 978-93-86256-44-7.first edition 2017. (Deptt. Library)
7. Global Marketing Management - Himalaya Publishing House, S. A. Sherlekar, V. S. Sharlekar
8. Edited book Contemporary Issues in Commerce Management & I.T.', First Edition 2013, published by Varad Prakashan, Jalgaon, ISBN No 81-925956-2-7(Deptt. Library)

Course Outcomes:

After completing the course the student should be able to-

CO No.	Course outcomes	Cognitive level
306B.1	Understand global marketing environment and challenges for going global	2
306B.2	Analyse and incorporate the international marketing strategies for global marketing planning	4
306B.3	Evaluate and distinguish the implementation of different global marketing strategies applicable in businesses.	5

Paper: 307 (B) Service Marketing

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
2. Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
3. To provide an in-depth understanding of the unique challenges inherent in managing and delivering quality services

Unit 1: Introduction to services (8 hours)

- What are Services
- Fundamentals difference between Goods and Services
- Why service marketing
- Service based economies
- Service economy growth: Key influences and concern
- Characteristics of services
- Staying focused on the customer
- Four broad categories of services

Unit 2: Service Marketing mix(8 hours)

- Traditional marketing mix applied to services
- Introduction to 7 P's of services: Product, Place Promotion, Price, people, physical evidence , Process
- Three stage model of service consumption
- Framework of developing effective marketing strategies
- Positioning services effectively and competitive advantage
- Developing an effective positioning strategy

Unit 3: Developing Service product and brands (8 hours)

- Creating service product
- The Flower of service
- Branding service firms, product and experiences
- Building brand equity
- New Service Development

Unit 4: Distributing service through physical and electronic channel (8 hours)

- Distribution in service context
- What is to be distributed
- How should a service be distributed?
- Where should be service facility located
- The role of intermediaries
- Franchising
- Challenge of distribution in large domestic market
- Distribution of services internationally

Unit 5 Service pricing and revenue management (6 hours)

- Effective pricing for central financial success
- Three foundations for pricing strategy
- Revenue management
- Putting service pricing into practice

Unit 6: Service marketing communication (6 hours)

- Integrating marketing communication
- Defining the target audience
- Service communication objective
- Crafting service communication messages

- Service marketing communication mix
- Budget decision and programs evaluation
- Integrated marketing communication

Unit 7: Managing Service Processes (8 hours)

- Designing and documenting service process
- Developing service blueprint
- Service process redesign
- Customer participation service process
- Self-service technologies
- Managing capacity and demands
- Managing Waiting Lines
- Managing People for Service Advantage

Unit 8: Managing relationship and building loyalty (8 hours)

- Search for customer loyalty
- The Wheel for loyalty
- Building a foundation for loyalty
- Strategies for loyalty bonds with customers
- Strategies for reducing customer defections
- What is service quality
- The gap model in service design and delivery

Case Discussion on selected topics

References

1. Service Marketing- People, Technology, Strategy-Pearson, Lovelock, Wirtz, Chatterjee
2. Services Management-Operations, Strategy, Information Technology- Tata McGraw Hill, James A. Fitzsimmons, Mona J Fitzsimmons
3. Service Marketing – Text and Cases MC Graw Hill ,Rajendra Nargundkar
- 4.. Marketing of Services Cengage learning (Indian Edition), K. Douglas Hoffman, John E.G.Bateson
5. Services Marketing- Concepts, Planning and Implementation, Excel Books, C. Bhattacharjee.
6. Service Marketing, Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D Gremler, Mc Graw Hill Education
7. Nurturing Service Industry for Economic Development-Himalaya Publishing House, Feb 2011, ISBN: 978-93-5024-768-6

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Outcome	Cognitive level
307B.1	Describe the similarities and differences in service-based and physical product based marketing activities.	1
307B.2	Develop and justify marketing planning and control systems appropriate to service-based activities;	3
307B.3	Prepare, communicate and justify marketing mixes and information systems for service-based organizations;	6

Paper: 304-C: HR Administration & Labour Welfare

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. To understand the process and principles of working with individuals and groups.
2. To focus on interactions at individual level through HR administration.
3. To understand the various welfare practices being followed at different industries.
4. To apply the knowledge and skills of HR in a variety of situations for labour welfare.
5. To identify the balance between task achievement and quality of work life concerns needed for high productivity

Unit 1: Introduction HR Administration

- Meaning, importance and objective, Functions of HR Department, Scope and Nature of Personnel Administration in India, Structure of Personnel Department, Challenges and Role of Modern HR Managers.

Unit 2: Personnel Policies & Labour Administration

- Objectives, Essentials of a sound policy, Process, Administrative role of personnel department in career planning of employees, Concept of Labour Administration, Scope or Fields of Labour Administration, Importance of Labour Administration, Evolution and Growth of Labour Administration in India, Role of Labour Administration in India., General considerations in Wage and salary Administration, Role of ILO in Labour Administration.

Unit 3: Labour Welfare practices

- Labour Welfare: Concept, Responsibility of Labour Welfare, History of Labour Welfare, Patterns of Labour Welfare Services, Necessity and scope of labour welfare in India, Agencies of labour welfare.

Unit 4: Working Condition for Industrial safety and Hygiene

- Working Condition, Legislative framework of Industrial safety in India.
- Norms for standardize facilities: Lighting, temperature, humidity, noise, Dust, Fumes and radiations, Occupational Hazards & risks, Industrial accidents and fatigue, Causes of accidents, Fatigue and effect of fatigue, Health & Safety Programs, Stress management techniques.
- Industrial Hygiene: Personal Hygiene, Occupational Health services, Occupational Hazards, Occupational diseases, Statutory Provisions.

Unit 5: Workers Participation in Management

- Meaning, Objectives, Forms, Merits, Obstacles in Workers Participation in India, Workers Participation in Management, Suggestions to make participation successful.

Unit 6: Wage and salary Administration:

- Objectives, Principles of Wage and salary administration, Methods of wage payments, Theory of Wages, Wage legislation in India, Wage Differentials.

Unit 7: Social Security & Social Responsibilities of Industry and Trade Unions: 08 Hours

- Concept, Objective and need of Social Security, Types of social security, Social security measures in India, Social Security legislations in India Concept of Social Responsibility, Views of Industrialists, Social Audit, Social responsibilities of Trade Unions, International Labour Organisation- In pursuit of Labour welfare.

Unit 8: International Labour Organisation (ILO)

- Early International Efforts to Regulate Conditions of Labour, Preamble to the Constitution, Organisational Structure, Conventions and Recommendations, Major Activities of ILO, International Standards of Labour and Their Influence on Indian Labour Legislation

Case Discussion on selected topics

References

1. Dynamic personnel Administration-Prof. M.N. Rudrabassavaraj.
2. Human Resource Management by Ashwathapa – Tata McGraw Hill.
3. Essential of HRM and Industrial Relations by P.Subha Rao – Himalaya Publications.
4. Human Resource Management by V.S.P Rao – Excel Books.
5. Personnel Management _ Edwin Flippo.
6. Personnel Management – C.B. Memoria & S.V. Gankar.
7. Labour welfare , Trade unionism & Industrial relations- S.D. Punekar & others- Himalaya Publishing house, Mumbai.

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Objectives	Cognitive level
304C-1	Knowledge of various statutory and non-statutory security measures and its applicability for organized and unorganized workers	03
304C-2	Understand the importance of HR from an organizational as well as employee point of view including current practices.	03
304C-3	Understand the importance and process of developing and maintaining harmonious relationships between the management and all levels of employees	04

Paper: 305 (C): Industrial Relations & Trade Unions

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course objectives:

1. To Understand and study the industrial relations and integrate them with Human Resource strategies
2. To assess and analyse the role of trade unions for Industries and HR development.
3. To Evaluate Human Resource aspects and implementation of critical issues in Industrial relations and trade union movement

Unit-1: Introduction to Industrial Relations

1. Definition, Importance and scope of industrial relations
2. Types of relations in corporate structure, Objective, Function & Role In Globalize Content
3. Socio-Economic, Technical, Political Factors affecting Industrial Relations
6. Methods for Promoting & Establisher Peaceful Industrial Relations

Unit 2: Approaches to Study of Industrial Relations-

1. Psychological and HR Approach.
2. Industrial Relations as a Management Function
- 3.. Industrial Relations International approach

Unit-3: Industrial Grievance and Industrial Disputes

1. Grievance and grievance settlement methods in industries
2. Meaning of Industrial Disputes
 - i. Object and scope of the act
 - ii. Causes of Industrial Disputes
 - iii. Individual Dispute and Industrial Dispute

Unit-4: Measures to overcome causes of Industrial Disputes

1. Disputes Handling techniques
 - i. Settlement of Industrial disputes:
 - ii. Negotiation, Mediator, Arbitration
 - iii. Work Committee
 - iv. Employee grievance and grievance settlement machinery
 - v. Conciliation, Court of Enquiry
2. Modern Grievance management techniques and trends

Unit-5: Collective Bargaining

- 1 Meaning, Characteristics, Need, Importance, Essential conditions for success of
- 2 Collective Bargaining
- 3 Process of Collective Bargaining
- 4 Causes for Failure of Collective Bargaining
- 5 Options in case of Collective Bargaining

Unit-6: Workers Participation in Management

1. Introduction scope, Levels of Participation
2. Constitutional Commitment
3. Benefits of Workers Participation
4. Schemes of Workers participation in Industries and Management

Unit-7 Industrial Employment (Standing Order) Act, 1946

1. Concept and nature of standing order

- 2.. Condition of certification of standing order
3. Procedure for certification of standing order
4. Certifying officers: Appointment, Powers and Duties

Unit-8: Role of Labour Organization

1. Nature and scope of Labour organisations in India.
2. Objectives, Structure of ILO.
3. Impact of ILO on India Labour
4. Recommendations of ILO.
5. Case studies in IRTU

References Books:

1. Dynamics of Industrial relations- Memoria And Gankar, Himalaya publications.(N.D.).
2. Labour Management Relations in India- K.M.Subramanian
3. Trade Unionism-Myth and Reality, New Delhi, Oxford University Press, 1982, Mamkoottam.
4. Management of Industrial Relations- Pramod Verma.
5. The Future of Industrial Relations – Niland J.R.; New Delhi, Sage Publications, 1994.
6. Collective Bargaining & Industrial Relations- Kochan T.A. & Katz Henry, 2nd Edition, Homewood Illinois , Richard D. Irish , 1988.
7. Industrial Relations by Arun Monappa – Tata McGraw Hill
8. Human Developments – Diane E. Papalia, Sally WendkosOlds.

Course Outcomes:

After completing the course the student should be able to-

CO No.	Course outcomes	Cognitive level
305C.1	Understand the aspects of industrial relation and role of HR Department in building relation with trade union	1
305C.2	Able to observe the problems associated with employer-employee relationship	4
305C.3	Develop the ideas for workforce participation enhancement	6

PAPER: 306 (C): Industrial Legislation & Labour Laws

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives

- 1 To familiarize the students with the understanding and provisions of industrial and labour laws related.
- 2 To enable employment in departments of pension, provident fund, state insurance of organizations or compliance departments of factories.
- 3 To equip to handle industrial disputes with detailed knowledge of actual organization scenarios and long-term impact of resolutions of both employees and employer.

Unit 1: Introduction to Labour Laws

- Definition, Meaning and Concept of employment – Significance of labour – Need for Labour Laws – Nature – Historical perspectives – Industrial Revolution – Labour welfare – Nature, Scope, Sources and Principles of Labour Laws – Provisions in the Constitution of India – Concept and purpose of International Labour Laws.

Unit 2: The Factories Act 1948

- Definition & Objectives of factories act, Provisions related to the Health, Safety and the welfare of Workers. Working Hours of Adult Workers, Provisions regarding Leave and Wages, Obligation of Employers and Workers, Provision for Employment & work for Women and Children, Offences and Penalties.

Unit 3: The Workmen's Compensation Act 1923, (Amendments) Act 2000

- Workmen's Compensation Legislation in India, Workmen's Compensation Act, 1923 (Main Provisions), Important Definitions, Employer's Liability for Compensation, Occupational Diseases, Amount of Compensation viii. Medical Examination, Claims before a Commissioner, Other Provisions.

Unit 4: The Trade Union Act 1926

- History of the trade union movement in India, Objective and Functions of Trade Unions, Rights and Liabilities of Trade Union, Problems of Trade Unions, Measure to Strengthen the Trade Union. 2.6 Registration of trade Unions 2.7 Types and Structure of Trade Union 2.8 Impact of Globalization on Trade Union Movement.

Unit 5: Payment of wages act 1936

- Brief history, scope, provisions, offences and penalties, Responsibility of payment of wages, fixation and deductions from wages.
- Minimum wages Act 1948: Definition, Application, Fixation of minimum wages act, revision and payment of overtime.

Unit 6: Contract Labour (Regulation & Abolition) Act, 1970

- Object Applicability & definitions, Prohibition of Contract Labour, Registration & Licensing of contractors, Welfare of Contract Labour, Obligations of Principal employer & Contractor.

Unit 7: Industrial Dispute Act, 1947

- Definitions, Objects Of The Act, Features Of The Act, Methods Of Settling Disputes, Awards and Settlement, Change Of Conditions, Strikes And Lockouts, Lay Off And Retrenchment , Offences And Penalties.

Unit 8: Workmen's Compensation Act, 1923 & The Employees' State Insurance Act 1948

- Object, Scope, Definitions, Liability of employers, Amount of Compensation, Distribution of Compensation, Occupational Diseases, Penalties.

- Definitions, Scope Benefits, Contributions, Miscellaneous Provisions Pertaining to Benefits, Administration, Adjudication of Disputes and Claims, Penalties, Other Provisions, Recommendations of the First NCL (1969).

Case Discussion on selected topics:

- The Factories Act 1948.
- The Workmen's Compensation Act 1923, (Amendments) Act 2000.
- The Trade Union Act 1926.
- Industrial Dispute Act, 1947.
- Contract Labour (Regulation & Abolition) Act, 1970.
- Workmen's Compensation Act, 1923 & The Employees' State Insurance Act 1948.

References:

1. Industrial and labour law- S.P. Jain By, Dhanpat rai & co.
2. Industrial Law – P.L.Malik
3. Industrial Law – J. K. Bareja
4. Labour and Social Laws- Dr. Pankaj Kumar Tiwary&AnshuTiwary
5. Labour Laws for Managers – B. D.Singh
6. Industrial &Labour Laws – S. P. Jain
7. Labour Law I.A. Saiyed- Himalaya publication 2nd edition.

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Objectives	Cognitive level
306C.1	Synthesize the understandability of employment in various organizations with the rights and duties available to the workers.	03
306C.2	Understand and getting equipped with handling of industrial disputes and resolve cases seeking implications on both employer and employees of the organizations.	03
306C.3	Comprehend the various compensation benefits available to workers in case of any employment injury and also be able to evaluate employer's liability for the same.	04

Paper: 307 (C): Strategic Human Resource Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course objectives:

1. Understand business strategies and integrate them with Human Resource strategies
2. In the procurement process study to incorporate the strategies for better performance of employees at SBU units.
3. Human Resource aspects and implementation of critical issues in strategic Human Resource functions.

Unit-1: Strategic inference of HRM

- 1.1 Definition, concept, approaches to strategic HRM, Importance
- 1.2 HR from Corporate Strategic perspective, role in formulation & implementing strategies.
- 1.3 Types & methods of integrating HR Strategy with Business Strategy
- 1.4 Developing HR Plans and Policies, SBU level strategies.
- 1.5 Functional level Strategies in HRM

Unit-2: Procurement & Retention Strategies

- 2.1 Online Recruitment, Employee Referrals, Recruitment process Outsourcing, Head Hunting, Matching the requirements to HDI.(Human development Index).
- 2.2 Job analysis, Job evaluation.
- 2.3 Executive Education, Telecommuting.
- 2.4 Quality of Work Life, Flexibility & Work Life Balance.
- 2.5 Employee Empowerment, Employee Engagement, Autonomous Work Teams

Unit-3: Organisational development strategies

- 3.1 Managing organisational culture, Managerial effectiveness.
- 3.2 Competency mapping, Multi Skilling, Succession Planning, Cross Cultural Training
- 3.3 Creating a Learning Organization, Creating corporate capability, Acquaintance of Technological innovations

Unit-4: Performance Management Strategies

- 4.1 Psychological contract, high performance HRM, Merit based Promotions.
- 4.2 Result based Performance, Defining Key Result Areas
- 4.3 Linking Performance to Pay,
- 4.4 Reward systems, Compensation issues in new project assignments.

Unit-5: Contemporary & Critical issues in HR

- 5.1 Equality & Diversity issues in work environment, Downsizing, Voluntary Retirement Schemes (VRS), Golden hand shake.
- 5.2 HR Outsourcing, Early Retirement Plans, Project based Employment
- 5.3 Employee separation & PEST model

Unit-6: H.R. Aspects of Strategy Implementation (06)

- 6.1 Behavioural Issues in Strategy Implementation
- 6.2 Matching Culture with Strategy
- 6.3 Human Side of Mergers and Acquisitions

Unit-7: Leadership and employee morale

- 7.1 Leadership, Power and Politics

7.2 Employee Morale, Personal Values and Business Ethics.

7.3 Case Discussion on selected topics.

Unit-8: Implementation of HR strategies

8.1 Retention Strategies & Techniques

8.2 Talent Fencing, talent dividend.

8.4 Benefits enrolment, value chain analysis

8.3 Case studies

References Books:

1. Strategic HRM- Jeffery Mello, Thomson Publications, New Delhi
2. Strategic HRM – Charles Greer, Pearson Education Asia , New Delhi
3. Strategic HRM – Michael Armstrong , Kogan Page , London.
4. Strategic HRM – Agrawala , Oxford University Press , New Delhi.
5. Human Resource Management – Gary Dessler , Prentice Hall India, New Delhi .
6. Strategic HRM and OD- Ramakant K Patra, Himalaya Publishing house N.D.
7. Edited book Contemporary Issues in Commerce Management & I.T. ', First Edition 2013, published by VaradPrakashan, Jalgaon, ISBN No 81-925956-2-7 (deptt library)
8. Statagic Management by -ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/396

Course Outcomes:

After completing the course the student should be able to-

CO No.	Course outcomes	Cognitive level
307C .1	Identify the strategic areas of integrating business strategies with Human Resource strategies.	1
307C.2	Analyse and incorporate the Human Resource strategies for procurement, organisational development and performance management of employees.	4
307C.3	Distinguish and implement critical Human Resource strategies applicable in businesses.	6

Paper: 304 (D): Integrated Material Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course objective

1. To understand Organization based on commodities, location, and on function
2. To understand the need and importance of Maintenance Management. • To know details and importance of Productivity and work study, Method and time study. • To understand how the knowledge of materials management can be an advantage to logistics and supply chain operation
3. To develop the knowledge about effective and efficient purchase, different inventory policies and models.

Unit-1: Introduction Material Management

- 1.1 Meaning material management
- 1.2 Need, definition, scope Importance
- 1.3 Concept of Integrated material management
- 1.4 Advantages in Integrated material management

Unit 2: Corporate Policy & Materials Management

- 2.1 General Corporate policy & Its Scope
- 2.2 Make or buy
- 2.3 Material management in overall company
- 2.4 Organization based on commodities, location, and on function
- 2.5 Inter-departmental relationship

Unit 3: Codification and Standardization

- 3.1 Nature of Codification
- 3.2 Process of Codification
- 3.3 Advantages of Codification
- 3.4 Need for standardization
- 3.5 Standardization in India
- 3.6 Importance, Definition & Simplification.
- 3.7 Benefits of Standardization

Unit-4: Vendor Development

- 4.1 Need for vendor development
- 4.2 Vendor evaluation and selection process
- 4.3 Vendor evaluation and rating
- 4.4 Vendor motivation
- 4.5 Source selection and its stages
- 4.6 Special Aspects in Source Selection

Unit-5: Stores Systems and procedures

- 5.1 Receipt System
- 5.2 Physical System
- 5.3 Storing Practices
- 5.4 Issue Control

Unit-6: Purchasing & procurement

- 6.1 Principle & objectives

- 6.2 Purchasing interface with other company functions
- 6.3 Negotiation process
- 6.4 Types of special purchase systems
- 6.5 Purchasing policies
- 6.6 Make or buy decision
- 6.7 Equipment purchase leasing

Unit-7: International Purchasing

- 7.1 Why international purchasing
- 7.2 Role of International Purchasing in Supply chain
- 7.3 Documents used in international Purchasing
- 7.4 Procedure of international purchasing

Unit 8: Capacity Management:

- 8.1 Capacity Expansion Strategies
- 8.2 Capacity Planning levels vis-à-vis Manufacturing planning levels
- 8.3 Capacity measurement, Rough Cut Capacity Planning (RCCP), Capacity Requirement Planning (CRP)
- 8.4 Scheduling strategies- Backward & Forward scheduling.

Reference Books:

- 1.P.Gopalakrishnan m. Sudares an material management (integrated approach)
- 2. A.K.Datta-Integrated material management Prentice-Hall of India.
- 3. J.R.TonyArnold,StephenN.Chapman,introduction to material management person equator Asia
- 4. K.shridhar Bhat. Materials Management- Himalaya publication

Course Outcomes:

After completing the course the student should be able to-

CO No.	Course Outcomes	Cognitive level
304 D.1	Identifying the scope for integrating materials management function over the logistics and supply chain operations.	1
304 D.2	Able to understand effective and efficient stores management, modern techniques like JIT and MRP.	2
304 D .3	Integrate important materials functions to both products and services & use MRP,ERP,& PLM managing materials	6

305(D) Distribution & Logistics Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objective

1. To familiarize students with the concepts, techniques and the practical aspects of the key decision-making variables in distribution channel management.
2. Develop knowledge about key elements of logistics processes, such as logistics planning and strategy, customer service, procurement, transport, inventory, warehousing, and handling
3. To formulate the distribution and logistics strategies for the companies

Unit 1: Introduction to Logistics Management (8 hours)

- What is Logistics
- Type of Logistics
- Scope importance and need of Logistics Management
- Role of Logistics in Supply Chain Management
- Role of Logistics in Economy
- Role of Logistics in Organisation

Unit 2: Strategic Integrated Logistics Management(8 hours)

- Integrated Logistics
- Integrated Logistics model
- Integrated Logistics Information system
- Strategic Integrated Logistics Management
- Integrated Logistics strategy for competitive Advantage
- Strategic Logistics Plan
- Evaluation and selection of channel members

Unit 3: Logistics Planning and strategy (8 hours)

- Relationship between Logistics strategy and competitive strategy
- Logistics mission and objective
- Triangle of Logistics decision making
- Formulating Logistics strategy
- Guidelines for Logistics strategy
- Designing a Logistics system

Unit 4: Demand management and customer service (8 hours)

- Relationship between Demand management and customer service
- Customer service and levels of product
- Dimensions of customer service
- Performance measures for customer service
- Demand management
- Problems in demand management
- Role of forecasting in supply chain
- Type of forecasting/forecasts

Unit 5: Logistics system design and administration (8 hours)

- Logistics system design
- Approaches to analysis of Logistics systems

- System approach to Logistics
- Technique of Logistics system analysis
- Logistics administration
- Organizing integrated Logistics

Unit 6: Measuring Logistics and cost performance (6 hours)

- Logistics cost
- Type of cost data needed
- Concept of total cost analysis
- Principles of Logistics costing
- Customer profitability analysis

Unit 7: Reverse Logistics (6 hours)

- Needs for reverse logics systems
- Type of Reverse logistics
- Designing effective reverse logistics system
- Components of reverse logistics system

Unit 8: Logistics Information system & Controlling Logistics system(8 hours)

- Principles of logistics information system
- Logistics information system functions
- Planning/coordination of LIC
- Logistics control model
- Aspects of control system
- Control of Logistics system in practice

Reference:

Logics Management, K. Shridhara Bhat, Himalaya Publishing House
 Logistics and supply chain Management, Martin Christopher, FT Publishing
 Supply Chain Logistics Management, Donald Bowersox, David Closs, McGraw Hill/Irwin

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcome	Cognitive level
305 D.1	Express the fundamentals of distribution channels, logistics and Supply Chain Management.	2
305 D.1	Analyze how logistical decisions (e.g., facilities, inventory, and transportation) impact the performance of the firm as well as the entire supply chain.	4
305 D.1	Compare how the distribution function provides the key link between manufacture and trade channels.	5

Paper: 306(D): Strategic Technology Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. Relate the fundamental knowledge of management and technology.
2. Construct the reengineered solutions to adapt the change in technology management.
3. Judge the implementation based on management functions about adoption of change in technology pioneering organizational affairs.

Unit-1: Introduction to Management of Technology

- 1.1 Technology and society
- 1.2 Definition of technology-Knowledge and Technology
- 1.3 Classification of technology
- 1.4 Definition of Management
- 1.5 Management of technology-MOT at firm level-MOT at national level
- 1.6 Conceptual framework for MOT

Unit-2: Role of technology in the creation of wealth creation

- 2.1 Historical perspective
- 2.2 Creation of wealth
- 2.3 Long wave cycle
- 2.4 Evolution of product technology
- 2.5 Evolution of production technology
- 2.6 Technology and National economy

Unit-3: Critical factors in Managing Technology

- 3.1 Creative factors- invention & innovation
- 3.2 link between science and technology
- 3.3 Types of innovation
- 3.4 Bringing innovation to market
- 3.5 Technology- price Relationship

Unit-4: Technology life cycles

- 4.1 The s-curve technological progress-Technology life cycle and Market growth
- 4.2 Multiple generations Technologies
- 4.3 Technology and market interaction- science technology-Push & market pull
- 4.4 Product life cycle
- 4.5 competition at different phases of the Technology life cycle-competition with product and process innovation- competition in mature technology
- 4.6 Diffusion of technology

Unit-5: Management of Technology: The new paradigms

- 5.1 Essentials issues in Management Technology- Resources -the business environment, the structure and management of organization, project planning and management, management of human resources.
- 5.2 Management paradigms and The Technology Factor- Background: Factors in the Business enterprise, Management paradigms and technology, Conditions for new management paradigm, MOT paradigm for the management of the enterprise

Unit-6: Technology Planning

- 6.1 Forecasting Technology-Critical technologies and technology maps -National critical technologies, critical technologies at firm level - Technology Audit.

6.2 Structure Approach to Corporate Technology Strategy -Introduction - The need for structured thinking about technology

Unit-7: Acquisition and Exploitation of Technology

7.1 Acquisition of technology-methods of acquiring technology

7.2 Exploitation of technology

7.3 Technology creation through R&D

7.4 Stages of technology development

7.5 Technology portfolio and industrial R&D.

References Books:

1. Strategic Technology Management – Betz F. , McGraw Hill Publications
2. Management of Technology – Tarek Khalli, McGraw Hill Publications
3. Strategic Management of Technological Innovation- Schilling- McGraw Hill Publications, 2nd Edition
4. Managing Technology and Innovation for Competitive Advantage- V.K.Narayanan, Pearson Education, India
5. Strategic Management of Technology and Innovation- Burgelman, R.A., M.A.Madique and S.C.Wheelwright, Irwin Publications
6. Handbook of Technology Management- Gaynor ; McGraw Hill Publications
7. Managing New Technology Development – Souder W.C. and C.M.Crawford; McGraw Hill Publications
8. Managing Technological Innovation- Twiss B. ; Pitman Publications
9. Bringing New Technology to Market – Kathleen R. Allen ; Prentice Hall India Publications
10. Management of New Technologies for Global Competitiveness- Christian N. Madu ; Jaico Publishing House

Course Outcomes:

After completing the course the student should be able to-

CO No	Outcome	Cognitive level
306D.1	Interpret the strategic alterations of management technology in corporate sector.	2
306D.2	Simulate the solutions with the help of critical factors and life cycle to adjust the management of technology.	3
306D.3	Collaborate the strategic execution with approvals in implementing transformation in acquaintance of original corporate affairs.	6

Paper: 307(D): Operations Research

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course objective

1. To analyze and develop operational research models for the organization.
2. To understand and the use of Probability and cost considerations in project scheduling
3. To find significance between variables and attributes by using different statistical tools.
4. To Understand the Operational research tools that are needed to solve optimization problem

Unit -1: Operation Research

- 1.1 Meaning –objective Importance of OR
- 1.2 Nature and significance of OR
- 1.3 Computer software for OR
- 1.4 Scientific method in OR
- 1.5 Application and scope of OR

Unit- 2: Transportation Problem (T.P.)

- 2.1 Definition and application of T.P.
- 2.2 Balanced and unbalanced T.P.
- 2.3 Basic feasible solution using N-W corner rule
- 2.4 Matrix minimum method and VAM – optimal solution
- 2.5 Degenerate T.P. and maximization in T.P.

Unit- 3: Assignment Problem (A.P.)

- 3.1 Assignment problem, Definition& optimal solution by Hungarian method
- 3.2 Maximization in A.P. and multiple optimal solutions.
- 3.3 Travelling salesman problem.

Unit -4 – Sequencing Problems

- 4.1 Optimal sequence;
- 4.2 Total elapsed time and idle time.
- 4.3 Processing _n‘jobs through two machines;
- 4.4 Processing _n‘ jobs through three machines
- 4.5 Processing two jobs through _m‘machines;
- 4.6 Processing _n‘jobs through _m‘machines

Unit- 5: Replacement Theory

- 5.1 Replacement of items- whole efficiency deteriorates with time.
- 5.2 Replacement of items whole maintenance cost increases with time.
- 5.3 Replacement of items when the value of money changes.

Unit- 6: Project Management: PERT & CPM

- 6.1 Network diagram representations
- 6.2 Determination of critical path and floats
- 6.3 Probability and cost considerations in project scheduling
- 6.4 Advantages and limitations of PERT & CPM

Unit- 7: Theory of games

- 7.1 Introduction
- 7.2 Two person zero-sum games
- 7.3 pure Strategies: games with saddle point
- 7.4 Rules to determine Saddle point
- 7.5 Mixed Strategies: Game without Saddle point
- 7.6 Rules of Dominance
- 7.7 Solution method for games without saddle point

Unit- 8: Simulation

- 8.1 Introduction

- 8.2 Steps of simulation;
- 8.3 Advantages and disadvantages of simulation;
- 8.4 Stochastic simulation and random number;
- 8.5 Monte Carlo Simulation;
- 8.6 Random number generation

Reference Book

1. Operation Research by V. K. Kapoor-Sultan Chand and Sons
2. Operations Research – Kanti Swarup, Manmohan& Gupta.
3. J K Sharma., “Operations Research Theory & Applications , 3e”, Macmillan India Ltd, 2007.
2. P. K. Gupta and D. S. Hira, “Operations Research”, S. Chand & co., 2007.
3. J K Sharma., “Operations Research, Problems and Solutions, 3e”, Macmillan India Ltd.
4. N.V.S. Raju, “Operations Research”, HI-TECH, 2002.

Course Outcomes:

After completing the course the student should be able to-

CO. No.	Course Outcome	Cognitive level
307D.1	Understand the application of Transportation, Assignment, Network analysis, Game theory, Waiting line series and Replacement decisions in business scenarios	2
307D.2	Able to Apply Operation Research methods in practice and optimal solutions to real life problems.	2
307D.3	Apply operation research tools to improve quality and get advantages to game theory and simulation.	5

Audit Courses under CBCS

AC-301(A): Computer Skills

Course Objective:

- 1) To inculcate different daily useful computer skills among students.
-

Unit 1: Elements of Information Technology (02 Hrs)

- 1.1 Information Types: Text, Audio, Video, and Image, storage formats
- 1.2 Components: Operating System, Hardware and Software, firmware
- 1.3 Devices: Computer, Mobile Phones, Tablet, Touch Screen, Scanner, Printer, Projector, smart boards
- 1.4 Processor & Memory: Processor functions, speed, Memory types: RAM /ROM /HDD /DVD-ROM/Flash drives, memory measurement metrics

Unit 2: Office Automation-Text Processing (05 Hrs)

- 2.1 Views: Normal View, Web Layout View, Print Layout View, Outline View, ReadingLayout View
- 2.2 Working with Files: Create New Documents, Open Existing Documents, SaveDocuments to different formats, Rename Documents, Close Documents
- 2.3 Working with Text: Type and Insert Text, Highlight Text, Formatting Text, Delete Text, Spelling and Grammar, paragraphs, indentation, margins
- 2.4 Lists: Bulleted and Numbered Lists,
- 2.5 Tables: Insert Tables, Draw Tables, Nested Tables, Insert Rows and Columns, Move and Resize Tables, Moving the order of the column and/or rows inside a table, Table Properties
- 2.6 Page Margins, Gutter Margins, Indentations, Columns, Graphics, Print Documents,
- 2.7 Paragraph Formatting, Paragraph Attributes, Non-printing characters
- 2.8 Types of document files: RTF, PDF, DOCX etc

Unit 3: Office Automation-Worksheet Data Processing (05 Hrs)

- 3.1 Spreadsheet Basics: Adding and Renaming Worksheets, Modifying Worksheets,
- 3.2 Moving Through Cells, Adding Rows, Columns, and Cells, Resizing Rows and Columns, Selecting Cells, Moving and Copying Cells
- 3.3 Formulas and Functions: Formulas, Linking Worksheets, Basic Functions, AutoSum, Sorting and Filtering: Basic Sorts, Complex Sorts, Auto-fill, Deleting Rows, Columns, and Cells
- 3.4 Charting: Chart Types, drawing charts, Ranges, formatting charts

Unit 4: Office Automation- Presentation Techniques and slide shows (06 Hrs)

- 4.1 Create a new presentation, AutoContent Wizard, Design Template, Blank Presentation, Open an Existing Presentation, PowerPoint screen, Screen Layout
- 4.2 Working with slides: Insert a new slide, Notes, Slide layout, Apply a design template, Reorder Slides, Hide Slides, Hide Slide text, Add content, resize a placeholder or textbox, Move a placeholder or text box, Delete a placeholder or text box, Placeholder or Text box properties, Bulleted and numbered lists, Adding notes
- 4.3 Work with text: Add text and edit options, Format text, Copy text formatting, Replace fonts, Line spacing, Change case, Spelling check, Spelling options

4.4 Working with tables: Adding a table, Entering text, Deleting a table, Changing row width, Adding a row/column, Deleting a row/column, Combining cells ,Splitting a cell, Adding color to cells, To align text vertically in cells, To change table borders, Graphics, Add clip art, Add an image from a file, Save & Print, slide shows, slide animation/transitions.

Unit 5: Internet & Applications: (04 Hrs)

5.1 Computer Network Types: LAN, PAN, MAN, CAN, WAN, Defining and describing the Internet, Brief history, Browsing the Web, Hypertext and hyperlinks, browsers, Uniform resource locator

5.2 Internet Resources: Email, Parts of email,

5.3 Protecting the computer: Password protection, Viruses, Virus protection software, Updating the software, Scanning files, Net banking precautions.

5.4 Social Networking: Features, Social impact, emerging trends, issues, Social Networking sites: Facebook, Twitter, linkedin, orkut, online booking services

5.5 Online Resources: Wikipedia, Blog, Job portals, C.V. writing

5.6 e-learning: e-Books, e-Magazines, e-News papers, OCW(open course wares): Sakshat(NPTEL) portal, MIT courseware

Unit 6: Cloud Computing Basics (03 Hrs)

6.1 Introduction to cloud computing

6.2 Cloud computing models: SAS, AAS, PAS

6.3 Examples of SAS, AAS, PAS (DropBox, Google Drive, Google Docs, Office 365 Prezi, etc.)

References:

1. TCI, "Introduction to Computers and Application Software", Publisher: Jones & Bartlett Learning, 2010, ISBN: 1449609821, 9781449609825

2. Laura Story, Dawna Walls, "Microsoft Office 2010 Fundamentals", Publisher: Cengage Learning, 2010, ISBN: 0538472464, 9780538472463

3. June Jamrich Parsons, Dan Oja, "Computer Concepts Illustrated series", Edition 5, Publisher Course Technology, 2005, ISBN 0619273550, 9780619273552

4. Cloud computing online resources

Course Outcomes:

After completing the course the student should be able to-

CO No.	Course Outcome	Cognitive level
AC301A.1	Identify their lacunas about some computer skills and try to overcome the same.	2
AC301A.2	Practice the learned computer skills in real life and do their jobs more effectively.	3

AC-301 (B): Cyber Security

Course Objective:

- 1) To make students aware of different daily useful cyber security skills/rules.

Unit 1: Networking Concepts Overview (03 Hrs)

Basics of Communication Systems, Transmission Media, ISO/OSI and TCP/IP models, Network types: Local Area Networks, Wide Area Networks, Internetworking, Packet Formats, Wireless Networks: Wireless concepts, Advantages of Wireless, Wireless network architecture, Reasons to use wireless, Internet.

Unit 2: Security Concepts (07 Hrs)

Information Security Overview, Information Security Services, Types of Attacks, Goals for Security, E-commerce Security, Computer Forensics, Steganography.

Importance of Physical Security, Biometric security & its types, Risk associated with improper physical access, Physical Security equipments.

Passwords: Define passwords, Types of passwords, Passwords Storage – Windows & Linux.

Unit 3: Security Threats and vulnerabilities (07Hrs)

Overview of Security threats, Hacking Techniques, Password Cracking, Types of password attacks, Insecure Network connections, Wi-Fi attacks & countermeasures, Information Warfare and Surveillance.

Cyber crime: e-mail related cyber crimes, Social network related cyber crimes, Desktop related cyber crimes, Social Engineering related cyber crimes, Network related cyber crimes, Cyber terrorism, Banking crimes,

Unit 4: Cryptography (05 Hrs)

Understanding cryptography, Goals of cryptography, Types of cryptography, Applications of Cryptography, Use of Hash function in cryptography, Digital signature in cryptography, Public Key infrastructure,

Unit 5: System & Network Security (03 Hrs)

System Security: Desktop Security, email security: PGP and SMIME, Web Security: web authentication, Security certificates, SSL and SET, Network Security: Overview of IDS, Intrusion Detection Systems and Intrusion Prevention Systems, Overview of Firewalls, Types of Firewalls, VPN Security, Security in Multimedia Networks, Fax Security.

Unit 6: OS Security (02 Hrs)

OS Security Vulnerabilities updates and patches, OS integrity checks, Anti-virus software, Design of secure OS and OS hardening, configuring the OS for security, Trusted OS.

Unit 7: Security Laws and Standards (03 Hrs)

Security laws genesis, International Scenario, Security Audit, IT Act 2000 and its amendments.

References:

1. Skills Factory, Certificate in Cyber Security, Text Book Special edition, Specially published for KBC NMU, Jalgaon
2. BPB Publication, "Fundamentals of Cyber Security", Mayank Bhushan, Rajkumar Singh Rathore, Aatif Jamshed
3. CreateSpace Independent Publishing Platform, "Cyber Security Basics", Don Franke, ISBN-13: 978-1522952190 ISBN-10: 1522952195
4. Online references

Course Outcomes:

After completing the course the student should be able to-

CO No.	Course Outcome	Cognitive level
AC301B.1	Practice learned cyber security skills/rules in real life.	3
AC301B.2	Provide guidance about cyber security skills/rules to their friends, parents and relatives.	2

Paper: AC-301(C) Fundamentals of Start-ups

Course Objectives

1. To inculcate a culture of entrepreneurship and innovation
2. To arouse interest and sensitize students towards start-ups and establish the importance of owning innovation-based start-ups.
3. To impart knowledge of emerging technologies and innovation-based start-ups.

Chapter-I- Introduction to Start-ups

- Why start-ups
- What are start-ups
- Definitions of Start-ups'
- Historical Perspective of Start-ups
- Features of Start-up
- Factors Responsible for Success of Start-ups
- Factors Responsible for The Failures of Start-ups

Chapter-II- Scenario of Start-ups in India

- Introduction
- Phases of Start-ups' in India:
- Key Trends driving Start-ups in India
- Start-up India Boots from Non-metros
- Angel Hubs

Chapter-III Generating Idea & Preparing Business Plan

- Where Do Ideas Come From?
- Tips for getting maximum benefit out of your ideas
- Elements of a promising business idea
- How to validate your Ideas
- How to Make a Great Business Plan
- Characteristics of a successful business plan
- Content of Business Plan

References:

1. Gupta, S. (2017). Startup Easy - Part 1: the Essentials: a Step by Step Guide for Entrepreneurs [Kindle Android version]. Retrieved from Amazon.com, pp 33-52.
2. Ries, Eric, (1978)The lean startup: How today's entrepreneurs use continuous innovation to create radically successful business- eISBN: 978-0-307-88791-7- Published in the United States by Crown Business, an imprint of the Crown Publishing Group, a division of Random House, Inc., New York.
3. Startup Action Plan: January 16, 2016.
4. Thiel, Peter,(2014) Zero to one: notes on startups, or how to build the future (Crown Publishing Group, a division of Random House LLC, a Penguin Random House Company, New York. eBook ISBN: 978-0-8041-3930-4) pp 9-11.

Course Outcomes:

After completing the course the student should be able to-

CO No	Course outcome	Cognitive level
AC301 C.1	Equip students with entrepreneurial ideas with all necessary skills and knowledge for putting their ideas into practice	1
AC301C.2	Explain the various issues involved starting a venture, scaling a venture and making it sustainable	2
AC301C.3	Develop the capabilities of idea generation, selecting product and services, Project formulation and screening of feasibility report and evaluating it.	6

Paper: AC-301(D) Digital Marketing

Course Objective

1. Outline the differences between traditional marketing digital marketing
 2. Understand the role of digital marketing in marketing strategy
 3. Know the importance of effective social media advertising and Facebook, LinkedIn, twitter marketing
-

Unit1: Introduction to Digital Marketing

- Digital Marketing and origin of Digital Marketing
- Traditional Vs Digital Marketing
- Digital Advertising market in India
- Digital Marketing strategy
- Skills required in digital marketing
- Digital Marketing plan

Unit2: Display Advertising

- Concept of display advertising
- Types of Display ads
- Buying models
- Display plan
- Targeting and what makes a good ad

Unit3: Search engine advertising

- Why pay for search advertising
- Understanding ad placement
- Understanding Ad Ranks
- Creating the First Ad campaign

Unit4: Social Media Marketing

- How to build successful strategy
- Facebook Marketing
- Facebook for business
- Anatomy of an Ad campaign
- Adverts
- Facebook insights
- Other marketing tools

Unit 5: LinkedIn marketing and Twitter marketing

- Why it is important to have LinkedIn presence
- LinkedIn strategy
- Content strategy
- Ad campaign
- Getting started with Twitter
- Twitter usage
- Twitter ads
- Twitter tools and tips for marketer

Unit 6: YouTube Advertising

- YouTube channel
- YouTube Ads
- Types of Videos
- Buying Models

- Targeting and Optimisation

Unit7: Mobile marketing

- Mobile usage
- Mobile Advertising
- Mobile Marketing Toolkit
- Mobile marketing features
- Campaign development process

Unit 8: Search Engine optimization

- Concept of search engine optimization
- SEO phases
- On page Optimization
- Off page optimization
- Social media reach

Exercise, Projects and case study based on the syllabus

Reference

1. Digital Marketing by Seema Gupta, McGraw Hill
2. The Art of Digital Marketing, IanDodson, Wiley Latest Edition
3. Fundamentals of Digital Marketing, Puneet Singh Bhatia Pearson 1 st Edition - 2017
4. Digital Marketing, Vandana Ahuja Oxford University Press Latest Edition
5. Marketing 4.0: – Moving from Traditional to Digital, Philip Kotler, Wiley 2017

Course Outcomes:

After completing the course the student should be able to-

CO No	Course outcome	Cognitive level
AC301D.1	Explain the framework of digital marketing	2
AC301D.2	Prepare digital marketing strategy	3
AC301D.3	Devise and execute the social media strategy step by step	6

Paper 401- International Business

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives

1. To understand the complexities of international business and globalization from home versus host country, regional, and cultural perspectives.
2. To enable students to learn the fundamentals of international business strategies and cross culture management
3. To discuss about the international trade theory and how government and business decisions influence international trade.

Unit I Background for International Business

- 1.1 Introduction to International Business
- 1.2 The International context
- 1.3 Nature of International business
- 1.4 Globalization
- 1.5 Geography of the world
- 1.6 International business framework

Unit II International Trade Theory

- 2.1 Theories of International business

The Law of Comparative Advantage – The– Demand and Supply, Offer Curves, and the Terms of Trade – Factor Endowments and the Heckscher – Ohlin theory – Implications of Trade Theories - Economics of Scale, Imperfect Competition, and International Trade.

Unit III Cultural Perspective

- 3.1 National Cultures
- 3.2 International Corporate cultures
- 3.3 Managing across cultures
- 3.4 Negotiating across cultures

Unit IV International Functions

- 4.1 International Production
 - ✓ International Knowledge management
 - ✓ International supply chain management
 - ✓ International manufacturing
- 4.2 International marketing
 - ✓ International marketing choices
 - ✓ Issues in international marketing
- 4.3 International finance
 - ✓ Foreign exchange
 - ✓ Multinational Funding
- 4.4 International Human Resource Management
 - ✓ Strategic development of IHRM
 - ✓ Managing international workforces

Unit V Social Responsibility & Ethics

- 5.1 MNCs – Conceptual Framework
- 5.2 Foundations of multinational corporate social responsibility
- 5.3 Ethics in international business

Unit VI Environmental Concerns

- 6.1- International business & the environmental challenge
 - ✓ MNEs & the environmental challenge
 - ✓ The future of green international business

References Books:

1. International Business- challenges & choices -Alan sitkin& Nick Bowen, oxford (South Asia Edition) 2016reprint
2. International Business- K. Aswathappa McGraw Hill Edition- 6th Edition2016
3. International Business- Rakesh Mohan Joshi oxford, 2016reprint
4. International Business- Michael R. Czinkota, Ilkka A Ronkainen, Michael H. Moffett Cengage Learning, 7th Edition
5. International Business- Alan M Rugman, Richard M Hodgetts, Pearson Education, 3rd Edition
6. International Business- Mike W Peng, Cengage Learning, Indian Edition.

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcome	Cognitive level
401.1	Analyze the relationships between international business and the political, economic, legal, and social policies of countries, regions, and international institutions to develop a framework for successful decision-making.	4
401.2	Conduct, evaluate and present market research to support an organization's international business decision-making.	6
401.3	Students are expected to enhance their cognitive knowledge of global issues; interpersonal skills with individuals from various cultures, and social responsibility awareness on global issues.	6

Paper: 402: Business Law-II

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives

1. To provide in-depth knowledge of legal environment pertaining to complex field of commerce and industry in which goods and services are created and distributed.
2. To understand the unique challenges inherent in managing business intelligible to the legal principles.
3. To understand the role of case law in statutory and regulatory interpretation in the business law area.

Unit 1: The Intellectual Property Rights (The Patents Act, 1970)

- The Intellectual Property Rights. Intellectual Property Legislations in India. Definition and scope of Intellectual Property.
- Meaning of Patent, History of Patent Law in India, Objective of the Act, Types of Patent application, Invention, Non-invention, Procedure to Get patent Procedure after receipts of an application. Opposition proceedings to grant of Patent. Remedy for Infringement of patents.

Unit 2: The Information Technology Act, 2000

- History of the ITAct, Meaning of ITAct, , Scope of the Act, Objectives of the Act, Salient Features of the Act, Brief Provisions of the Act, Digital Signature, Authentication of Electronic Records, Electronic Governance Attribution.

Unit 3: The Information Technology Act, 2000 (Cyber Law) 08 Hours

- Nature of Cyber Law, Advantages of Cyber Laws, Penalties and Adjudication, The Cyber Regulations Appellate Tribunal.
- Retention of Electronic Records, Secure Electronic Records and Secure Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates [DsCs], Penalties and Adjudication.

Unit-4: Consumer Protection Act-1986

- Background of the Act, Commencement and Scope of the Act, Definitions, Salient Features of the Act, Objectives of the Act, Who Can File a Complaint? Meaning of Complaint, Where to File a Complaint? How to File a Complaint? Relief Available to Consumers, Procedure for Filing the Appeal, Time Limit for Deciding Complaint/Appeal Consumer Protection Councils, Consumer Dispute Redressal Agencies (CDRA,) District Forum: The State Commission, The National Commission Penalties.

Unit-5: The Environment (Protection) Act, 1986

- Background to the Act, History of Environment Law, Present Century Scope of the Act, Objectives of the Act Definitions Pollution Types of Environmental Pollution Global Warming Ozone Depletion, The Causes of Ozone Depletion, The Main Ozone Depleting Substances (Ods), General Powers of the Central Government Prevention, Control and Abatement of Environmental Pollution.

Unit-6: The Negotiable Instrument Act, 1881

- Negotiable Instrument: Meaning and Definition, Kinds of Negotiable Instruments, Payment in due course, Payment of Interest, Negotiable Instrument: Special Rules of Evidence, Negotiable Instrument: Rules of International Law.
- **Competence and Liability of parties to Negotiable Instrument:** Parties to Negotiable Instrument, Competence of Parties, Incapacity of Parties and Liability of Parties, Holder and Holder-in-Due-Course, Presentation of Negotiable Instrument, Dishonour and Discharge of Negotiable Instrument: Notice of Dishonour.

Unit-7 Foreign Exchange Management Act, 1999

- Objectives of Fema, Scope of the Fema, Definitions Main Provisions of the Act, Authorized Person, Offences, Contravention and Penalties (Section 13), Adjudication and Appeal, Differences between Fera and Fema, Similarities between Fera and Fema.

Unit-8 Case Discussion on selected topics:

- Consumer Protection Act-1986.
- The Information Technology Act, 2000 (Cyber Law).
- The Intellectual Property Rights (The Patents Act, 1970).
- Right to Information Act: 2005.

References

1. Legal Aspect of Business- By R.R. Ramthirhkar-Himalaya Publication Co.
2. Environmental Protection & The Law-Chetansingh Mehta
3. Merchantile Law-M.C.Shukla
4. Business Law- Maheshwari-Himalaya Publication Co.
5. Business Law-S.S. Gulshan & G.K. Kapoor-New Age International Publishers
6. Economic Labour& Industrial Laws-V.SDatey;Taxmann Allied Service Ltd.
7. Merchantile Law-S.S.Gulshan- Excell Books
8. Legal Aspects: Akhileshwar Pathak-Tata Mc Graw Hill.
9. Legal Aspects of Business- By Ravinder Kumar- Cengage Learning.

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcomes	Cognitive level
402.1	Describe methods of applying principles and provisions of commercial law	04
402.2	Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.	02
402.3	Asses the correctness of applying specific laws to a specific case and choosing the most appropriate one.	04

Paper: 403: Management Information System & E-Commerce

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. Illustrate the data, information and knowledge in expressing management with the help of information systems.
2. Prepare the appropriate decision-making and E-commerce models supported with the awareness of Information Technology for implementing Management Information Systems(MIS) and E-commerce.
3. Recommend the authority, the suitable solution for execution of MIS and E-Commerce in business organizations.

Unit-1: Management Information Systems

Need, Purpose and Objectives -Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change.

Unit-2: Information, Management and Decision Making

Models of Decision Making -Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information

Unit-3: Information Technology

Definition, IT Capabilities and their organizational impact -Telecommunication and Networks - Types and Topologies of Networks -IT enabled services such as Call Centres, Geographical Information Systems etc.

Unit-4: Data Base Management Systems

Data Warehousing and Data Mining

Unit-5: Decision Support Systems

Group Decision Support Systems – Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence

Unit-6: Introduction to E-Commerce

Traditional Vs. E-Commerce Transactions, E-Commerce: Concepts, Definitions, and Benefits & Impact. Classification of E-Commerce: B2B, B2C, C2C, B2C, B2E Application of e-commerce: Electronic Catalogues& Auctions, Electronic Banking, Electronic Searching, Education & Learning, Electronic Marketing, Electronic Supply Chain Management, Financial Services: Electronic Trading, Call Centre& BPO's etc Internet and E-Commerce, Hardware & Software requirements

Unit-7: E-Commerce Models

Native Content Based Models, Native Transaction Models, Transplanted Content based Models, Transplanted Transaction Based Models.

Unit-8: Security & Encryption

Computer Crime, Importance of Security, Sources of Technical Vulnerabilities, Security Policy, Procedure & Practices, Site Security, Service Security, Transaction Security, Firewalls, Transaction Security, Firewalls, Transaction Security, Cryptography (Digital Signature): Public Key & Private Key, Electronic Mail Security, Security Protocol for web Commerce.

Reference Books:

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
2. Management Information Systems, Jawadekar, Tata McGraw Hill
3. Management Information Systems, Davis and Olson, Tata McGraw Hill

4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall.
5. E-Commerce: Framework, Technologies & Applications-Bharat Bhaskar-Tata McGraw Hill 3rd edition.
6. E-Commerce: A Manager Guide-Ravi Kalakota-Pearson.
7. E-Commerce: C.S.V Murthy-Himalaya Publications.

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcome	Cognitive level
403.1	Summaries the basics of data, information and knowledge required for progress of precise sustenance of decisions for authorities.	2
403.2	Practice the developed MIS and E-commerce models with keen understanding about end user information technology expertise.	3
403.3	Assemble the MIS and E-commerce solutions as per the comments of authorities of the business sectors.	6

Paper: 404(A): Security Analysis & Portfolio Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. Classify the various characteristics of security analysis and portfolio analysis.
2. Devise appropriate choice of economic, industry, company, financial tools and theories, for analysis of different instruments in capital and finance market.
3. Construct the suitable portfolio with thoughtful judgment of relevant analytical and theoretical approaches and its operative supervision.

Unit-1: Introduction to Securities

What is Investment?-what is Security?-what is portfolio?-investment and speculation - What is security analysis?-investment activity-features of investment avenues-risk and return relationships-need for tradability-classes of investments-investment profile of average household on corporate investments-corporate investments-investments of post offices.

Unit-2: Risk and Return

Concepts and Analysis Components of return-risk elements-systematic and unsystematic risk-precise measures of risk, risk and returns-capital assets pricing model-security market line-portfolio risk arbitrage pricing theory-empirical testing of apt model-problem

Unit-3: Economic and Industry Analysis

Economic Analysis

Investment Decision-Economic and Industry Factors-Environmental Considerations-Tax Planning-Execution of Investment Decisions-Forecasting Need-Sources of Investment Information-Analysis-Interpretation-Average and Marginal Costing-Inflation Adjustment Interpretation

Industry Analysis

Industry Group-Sources of Information and Analysis-Importance of Government Policy-Industrial Policy-New Industrial Policy-Policy on Foreign Investment and Collaboration-Industry Groups Listed-On Stock Exchanges-Example of Industry Analysis-Investment Decision

Unit-4: Basis for Company Analyses Elements of Financial Analysis-Ratio Analysis-Fund Flow Analysis-Trend Analysis- How to Prepare Cash Flow Statement?-Company Analysis: Sources of Data- Accounting Limitations— Financial Statements- Analysis of Financial Position-Types of Shares-Net Financial Results Corporate Performance—Blue Chips-Emerging Blue Chips

Unit-5: Bond Analysis

Macro- Level

Advantages of Bonds-Debt Market in India-Public Sector Bonds-ICD And Fixed Deposits-Some Innovative Schemes- Listing of Debentures-Fixed Deposits-Asset Based Securities-Inflation Risk-Price Risk-Determinants of Interest Rates-Structure of Interest Rates-Reforms-Yields Shape Of Yield Curve.

Micro- Level

Credit Rating System- Risk Factors-Trust Deed- SEBI Guidelines- Earning Coverage-Liquidity Management-Non-Risk Factors- Government Bond Market in India- Operations of Commercial Banks-RBI And Yield Pattern.

Unit-6: Fundamental and Technical Analysis

Fundamental Analysis

Influence of the Economy-Economy vs. Industry and Company-Industry Analysis- Example of an Industry Analysis-Example of Company Analysis –How-to Pick-up Growth Stocks

Technical Analysis

Importance of Timing-Basic Tenants of Technical Analysis –Tools of Technical Analysis-Dow Theory-Chartist Method-Import of Technical Analysis –Charts and Trend Lines-Moving Averages-Breaking the Neckline-Elliot Wave Theory-Oscillator.

Unit-7: Introduction to Portfolio Theory Conditions of Certainty-Opportunities Set with Uncertainty-Risk Measures-Risk and Return in Portfolio Theory-What Is Portfolio?

Portfolio Analysis

Return on Portfolio-Risk on Portfolio-Regression Equation-Alpha-Beta-Rho-An Example for Covariance and Correlation

Unit-8: Portfolio Management

Construction, Revision And Evaluation Fact Sheet-Clients Data Base-Objectives of Investors-Motives For Investment-Tax Provisions, Capital Gains-Portfolio Construction-Risk-Return Analysis-Time Horizon Of Strategy-Types Of Risk-Efficient Portfolio-Market Efficiency Theorem-Diversification- Portfolio Management, Elements Of Portfolio Management-Execution Of Strategy- Monitoring-Building Of The Portfolio-Portfolio Revision-Security Pricing And Portfolio Management-Markowitz Model Of Portfolio Theory-Risk Analysis-Evaluation Of Portfolio Performance-Criteria For Evaluation Of Portfolio-Example Of Sharpe's Measure-Treynor's Measure Evaluation Problem-Comparison, Jensen's Measure- Jensen's Model-Evaluation Criteria For Portfolios-Portfolio Performance Evaluation- Jensen's Performance Measure:(Jpg)-Returns And Performance Evaluation Problems.

Reference Books:

1. Securities Analysis and Portfolio Management-V. A. Avadhani, Himalaya Publishing House
2. Investment Management-V. A. Avadhani, Himalaya Publishing House

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcome	Cognitive level
404A.1	Explain the various essentials of security, portfolio analysis and its approaches.	2
404A.2	Discriminate the various investment instruments of capital/finance market with the help of appropriate relative analytical procedures for approvals to complement in portfolio management.	4
404A.3	Formulate accurate portfolio, its services and administration based on comparative economic, industry, company, financial tools and theories.	6

Paper: 405(A): Direct Tax Law & Practice

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objective

1. To make aware about provisions of direct tax with regard to IT Act, 1961 and IT Rules, 1962.
2. To make aware about agriculture income, residential status and incidence/charge of tax.
3. To understand the provisions and procedure to compute total income under five heads of income i.e. salaries, house property, profits & gains from business & profession, capital gains and other sources.

Unit-1: Introduction

The Income Tax Act, 1961, The Finance Act, Important definitions- Assessment year, previous year, Assessee, Income, person, Agriculture income, Residential Status-Rules for determining residential status of Individual, Hindu Undivided Family, Firm and Company

Unit-2: Residential Status

Rules for determining residential status of Individual, HUF, Firm and Company, Need to determine residential status, Incidence of tax and residential status, Practical problems concerning individual only

Unit- 3: Income from House Property

Types of property for income tax purpose i.e. Let out, Self-occupied and deemed to be let-out, Determination of Annual Value u/s 23(1), Computation of income from house property, [Practical problems on computation of income from house property]

Unit-4: Income from Salaries

Definitions of salary, Allowances, Perquisites and profit in lieu of salary, House rent allowance, transport allowance, children education allowance, medical allowance, value of rent free accommodation, Valuation of perquisite in respect of free domestic servants, motor car, Deduction on account of professional tax, Retirement benefits including Gratuity, Pension, Leave encashment and provident fund, [Problems on computation of salary income]

Unit-5: Income from Business or Profession

Definition-Depreciation and other permissible deductions. Deduction expressly disallowed. General study on section 28 to section 44AF. With special reference to provisions for computing profits and gains of –small business on presumptive basis u/s 44 AD.[Problems on computation income of businessman and professional persons]

Unit-6: Income from Other Sources

Specific incomes under the head ‘income from other sources’. Dividend income and interest on securities, Deductions allowable under the head income from other sources‘ under section 57

Unit-7: Computation of total income of an individual

Deductions available to individual under section 80C, 80CCC, 80CCD, 80D, 80DD, 80DDB, 80E, 80G, 80GG and 80GGA, [Practical problems on assessment of individuals including deduction u/s 80 as stated above in the unit no, 6]

Unit-8: Capital Gain

Meaning of Capital Assets; types of capital assets, transfer, cost of acquisition, cost of improvement, selling expenses, treatment of advance money received; exemptions, computation of capital gain

Reference Books:

1. Income Tax Law & Practice by H.C.Mehrotra, Dr.S.P. Goyal, Sahitya Bhavan Publisher
2. Student Guide to Income Tax, Singhaniya, Taxman
3. Income Tax Law & Practice by Girish Ahuja
4. Students handbook on Taxation by T.N. Manoharan

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcome	Cognitive level
405A.1	Define the procedure of direct tax assessment.	1
405A.2	Compute total income and define tax complications and structure.	3
405A.3	Assess and file IT return on individual basis.	5

406 A – International Financial Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. To critically understand the concepts and areas covered under International Financial Management
2. To discuss about evolution of International Monetary System and technical aspects of foreign exchange Market
3. To study associated risk involved in foreign transactions and its management

Unit-1: Basics of International Financial management

- 1.1 Nature, scope and dimensions of IFM.
- 1.2 Goals for IFM.
- 1.3 Globalization of the world Economy:
 - i. Emergence of Globalized Financial Markets.
 - ii. Emergence of the Euro as a Global Currency.
- 1.4 Role of Finance Manager in Changing Financial Markets.

Unit-2: International Monetary System

- 2.1 Stages of Evolution in International Monetary System: Bimetallism: before 1875, Classical Gold Standard: 1875-1914, Interwar period: 1915-1944, Breton Woods System: 1945-1972, Flexible exchange rate regime: Since 1973.
- 2.2 Alternative exchange rate regimes: Fixed Exchange rate System, Flexible Exchange rate Systems.
- 2.3 The Exchange Rate of Indian Rupee
- 2.4 The Par Rate of Exchange
- 2.5 Emergence of Euro
- 2.6 Exchange Rate Policy and Monetary Policy
- 2.7 Depreciation, Appreciation, Devaluation, and Revaluation
- 2.8 Convertibility of Currency
- 2.9 Sterilization

Unit-3: Foreign Exchange Markets

- 3.1 The Foreign Exchange Market
- 3.2 Foreign Exchange Market Participation
- 3.3 Foreign Exchange Market Segment
- 3.4 Foreign Exchange Rate: American Terms & European Terms, Direct & Indirect Codes, Bids & Ask Rate, Cross Rate, Pip & Lot
- 3.5 Spot & Forward Transaction: Forward Rate & Future Spot Rate
- 3.6 Network for International Transaction: SWIFT, CHIP
- 3.7 Indian Foreign Exchange Market: Structure

Unit-4: Exchange Rate Determination

- 4.1 Demand & Supply for Currency
- 4.2 Factor affecting Exchange Rate
- 4.3 The BOP Theory of Exchange Rate
- 4.4 The Purchasing Power Parity Theory
- 4.5 Real & Real Effective Exchange Rate
- 4.6 Covered Interest Arbitrage
- 4.7 Interest Rate & Forward Rate Parity

4.8 The Fisher Effect & International Fisher Relation

4.9 Exchange Rate Forecasting

Unit-5: Foreign Exchange Exposure & Risk

5.5 Foreign Exchange Exposure & Foreign Exchange Risk

5.6 Real & Nominal Exchange Rate

5.7 Type of Exposure

5.8 Translation & Accounting Exposure

Unit-6: Currency Forward & Future

6.1 Currency Forward & Future Contract: Future Exchange & Standard, Margin, Making to Market, Settlement, Limit

6.2 Traders & Trading Operator

6.3 Clearing House

6.4 Relation between Spot Rate & Future Price

6.4 Pricing of Currency Future

6.6 Pricing of Currency Future

Unit-7: Short & long term Source of Finance in International Financial Markets

7.1 Short term financial Markets: Eurodollars, Euro currencies, Euro notes and Multinational Banking Market

7.2 Long term financial markets: Equity and Bond investments, Equity and Bond financing, Eurobonds and foreign bonds, Multi-currency bonds

Reference Books

1. International Financial Management by T. Siddaiah, Pearson

2. International Financial Management by Eun&Resnick,Tata Mc Graw-Hill

3. International Financial Management by V. Sharan,Pearson

4. International Financial Management by P.G. Apte, Mc Graw-Hill

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcome	Cognitive level
406A.1	Understand the difficulties while dealing with any kind of foreign business activities	2
406A.2	Classifying the differences in different kinds of exposures associated with foreign business activities	5
406A.3	Applying the knowledge about foreign exchange markets while performing the international business activities	6

Paper: 404 (B): Sales & Distribution Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course objective

1. To provide foundations in components of sales and distribution management.
2. To introduce various facets of the job of a sales manager.
3. To focus on decision making aspects and implementation of decisions in sales and distribution management.

Unit-1: Introduction to Sales Management

- 1.1 Concept of Marketing and Sales Management
- 1.2 Macro to Micro Issues in Selling
- 1.3 Sales Service & sales strategy
- 1.4 Sales departments and importance of sales organization
- 1.5 Role of sales management in marketing

Unit-2: Evaluation of Sales Force

- 2.1 Introduction
- 2.2 Performance Appraisal Process
- 2.3 Appraisal Criteria
- 2.4 Performance Rating
- 2.5 Conduct of Performance Appraisal
- 2.6 Individual versus Team Appraisal

Unit-3: Sales Forecasting & selling process

- 3.1 Sales forecasting, meaning and importance
- 3.2 Steps in forecasting technique
- 3.3 Determining annual sales potential
- 3.4 Selling process
- 3.5 Effective selling process
- 3.6 Training and Supervising Sales Representative

Unit-4: Communication system & art of selling

- 4.1 Role of effective communication & marketing communication system
- 4.2 AIDA'S theory of selling
- 4.3 Steps in personal selling process
- 4.4 Role of Salesmanship
- 4.5 Sales force management
- 4.6 Synergy and Salesmanship
- 4.7 Selection & recruitment of sales staff

Unit-5: Concept of Sales Management and Sales Planning

- 5.1 Basic functions of sales management
- 5.2 An Optimal compatibility
- 5.3 Relevance of Sales Planning
- 5.4 Annual Business Plan
- 5.5 Annual Marketing Plan
- 5.6 Annual Sales Plan

Unit-6: Managing the Distribution Function

- 6.1 Objective of distribution activity
- 6.2 Marketing channels & types of channel flow system
- 6.3 Selection of channels for consumer and business market

- 6.4 Role & importance of distribution channel
- 6.5 Channel design & channel selection
- 6.6 Task & responsibilities of Channel members
- 6.7 Types of intermediaries

Unit 7: Physical distribution

- 7.1 Objective of physical distribution
- 7.2 Planning distribution system & cost of distribution
- 7.3 Transporting function
- 7.4 Major alternatives in physical distribution strategy
- 7.5 Retailing and wholesaling: types and services
- 7.6. Network Marketing

Unit-8: Channel Information System

- 8.1 Introduction
- 8.2 Channel Information System-A Description
- 8.3 Channel Information System-The Different Forms
 - Zero-level System
 - One –level System
 - Multiple –level Systems
- 8.4 Channel Information System-Motives and Challenges
 - Benefits of Channel Information System
- 8.5 Channel Information System-Components
 - Transaction Processing System
 - Knowledge Work System
 - Management Information System
 - Executive Support System

References Books:

1. Marketing Management By Rajan Saxena 3rd Edition , By Tata McGrawHill
2. Sales Management Text and Cases By P. K. Ghosh, H. H. House
3. Sales Management By Tanner, Honeycutt, Erffmeyer By Pearson's Education
4. Sales Management, 5th Edition , Richard R Still Edward W Cundift By Eastern
5. Marketing management, Biplab S. Bose by Himalaya Publishing House
6. Sales management with marketing management by Dr. K. Karunakaran, Himalaya Publishing House
7. Marketing

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcome	Cognitive level
404B.1	Understand the importance of promotion and distribution function in the entire chain of marketing.	2
404B.2	Apply the concepts of public relations, sales management and physical distribution in business	3
404B.3	Developed the knowledge of various facets of sales management and apply the theoretical marketing concepts to the practical situations.	3

Paper: 405(B): Marketing Strategies & Competitive Positioning

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course objectives:

1. Study and learn the Resourced based view of Marketing and Organisational Stakeholders.
2. Identify and asses the effective strategies for competing through structured strategy, in the markets with different resources and stakeholders
3. Evolve and create the strategizes according to the implementation areas and nature of competition in different markets.

Unit-1: Market – Led Strategic Management

- 1.1 The Marketing concept and Market Orientation
- 1.2 Resourced based view of Marketing
- 1.3 Organizational Stakeholders
- 1.4 Changing market environment and stability.

Unit -2: Strategic marketing planning

- 2.1 Concept of strategic marketing Planning
- 2.2 Marketing Strategy Process
- 2.3 Establishing the core strategy
- 2.4 Creation of Competitive positioning
- 2.5. Implementation
- 2.6 Competitive Marketing analyses

Unit-3: Market leader's Strategies for customers

- 3.1 Customer analysis
- 3.2. Marketing Research & Process
- 3.4 Need to know about customers
- 3.5. Organizing Customer information
- 3.6. Understanding Rural & Urban customer
- 3.7. Managing customer portfolio

Unit -4: Market leader's Strategies for Competitors

- 4.1 Competitors portfolio analysis
- 4.2. Dimensions, Concept
- 4.3. Choosing good competition
- 4.4. Obtaining & disseminating competitive information
- 4.5. Sustainable competitive advantage

Unit-5: Market leader's Strategies for Organisations as stakeholders

- 5.1. Organisational Analysis
- 5.2 Understanding organisational Resource base
- 5.3. Value creating disciplines
- 5.4. Dynamic Marketing capabilities
- 5.5. Resource portfolios
- 5.6. Creating & exploiting Marketing assets

Unit-6: Competing Through Strategy

- 6.1 New Marketing Mix (4 P's) & (6 P's)
- 6.2 Innovation
- 6.3 Customer relationship & superior service

- 6.4 Internal Marketing
- 6.5 Strategic alliances & networks
- 6.6 Corporate Social Responsibility
- 6.7 Changing competitive arena

Unit-7: Segmentation and positioning research Strategies

- 7.1. Principles of market segmentation
- 7.2. Identifying segments, benefits of market segments
- 7.3. Implementing market segmentation
- 7.4. Quantitative and qualitative approaches to positioning research

Unit-8: Specific Competitive Strategies

- 8.1 Rural Markets
- 8.2 Services Markets
- 8.3 International Markets
- 8.4 Agro-Business Markets
- 8.5 Total Relationship Marketing in Industrial Products & services Industry
- 8.6 Emotion Marketing in Automobile, Real Estate & Social Marketing
- 8.7 Case Study

References:

1. Marketing Strategies & Management, Michael J Baker, 3rd Edition, 4th Edition, By Macmilan Business
2. Marketing Strategy & Competitive Positioning 4th Edition Graham Hodey, Nigel, Brigiffe, By Pearson Publications.
3. Rural Marketing – KrishnamaCharyulu, Ramkrishnama Pearson 1st Edition
4. Total Relationship Marketing – Gver Gumnesson 2nd Edition By Butterwoth Heinemann
5. Services Marketing, S.M. Jha, 3rd Edition Himalaya Publication. New Delhi.
6. Edited Book Nurturing Service Sector for Economic Development, Himalaya publishing House (Edition 2010),(Deptt library)

Course Outcomes:

After completing the course the student should be able to-

CO No	Course outcomes	Cognitive level
405B.1	Understand the stakeholders and identify the resources and their strategic use	1
405B.2	Summarise and Analyse Market leader's Strategies for Stake Holder.	5
405B.3	Incorporate and implement Specific Competitive Strategies in real market situations	6

Paper: 406(B): Retail Marketing

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objective

1. To provide an interdisciplinary overview of the retailing industry and evaluate different types of retail institutions by ownership.
2. Explain the importance of steps to develop strategic planning to retailers.
3. Explain the significance of selecting a store location and summarize the factors considered in site selection decisions.

Unit 1: INTRODUCTION TO THE WORLD OF RETAILING (6 hours)

- What Is Retailing?
- Social and Economic Significance of Retailing
- The Growing Importance of Retailing and Retailers
- Evolution of the Retail Industry
- Management and Entrepreneurial Opportunities
- The Retail Management Decision Process

Unit2: TYPES OF RETAILERS

- Retailer Characteristics
- Food Retailers: Supermarkets, Supercenters, Warehouse Clubs, convenience Stores
- General Merchandise Retailers: Department Stores, Full-Line Discount Stores, Category Specialists, Specialty Stores, Drugstores, Extreme-Value Retailers, Off-Price Retailers
- Service Retailing
- Types of Ownership: Independent, Single-Store Establishments, Corporate Retail Chains, Franchising

Unit 3 MULTICHANNEL RETAILING

- Non-store Retail Channels
- Relative Benefits of Retail Channels
- Challenges Facing Multichannel Retailers
- Customer buying behaviour: The Buying Process, Types of Buying Decisions, Social Factors Influencing the Buying Process

Unit4: RETAIL MARKET STRATEGY

- Central concept in retail market strategy
- Growth strategy & Global Growth strategy
- Strategy retail planning process
- Strategic profit model

Unit 5: RETAIL LOCATIONS & TYPE OF RETAIL LOCATION

- Types of retail locations
- Shopping centers and planned retail locations
- Non-traditional locations
- Location and retail strategy
- Societal and legal consideration
- Evaluating areas of location
- Considerations and evaluating store location
- Trade area characteristics

Unit 6: MANAGING MERCHANDISE PLANNING PROCESS

- Merchandise management
- Merchandise planning process
- Allocating merchandise to store
- Analyzing merchandise management process
- Buying brand merchandise
- Developing and sourcing store brand merchandise

Unit 7: RETAIL PRICING AND RETAIL COMMUNICATION MIX

- Pricing Strategies
- Considerations in Setting Retail Prices
- Setting retail pricing
- Legal and ethical pricing issue
- Traditional media elements
- New Media elements
- Planning retail communication programme
- Customer relationship management

Unit 8: MANAGING RETAIL STORE, CUSTOMER SERVICE & ONLINE RETAILING

- Recruiting and trying of store employee
- Motivating, rewarding and compensating store employee
- Store design objectives and elements
- Space management
- Visual merchandising
- Creating an appealing store atmosphere
- Strategic advantage through Customer service
- Gap model for improving retail service quality
- Online retailing & Online retail models
- Factor that impact online retailing
- Future of online retailing in India

Case study based on selected topics**Reference Books:**

- 1) Retail Management, Levy, Weitz, Grewal, McGraw Hill
- 2) Retail Management, Gibson G Vedamani, Pearson Education
- 3) Retail Management- A Strategic approach, Pearson Education- Barry Berman, Joel R. Evans
- 4) Retailing Management- Tata McGraw Hill Publishing, Michael Levy and Barton Weitz
- 5) Retail Management-Text and Cases, The McGraw Hill, Swapna Pradhan
- 6) Retail Management, Himalaya Publication House, Suja Nair
- 7) Retail Marketing Management- Pearson Education, David Gilbert.
- 8) Retail Management, -Himalaya Publication House, Arif Sheikh, Kaneez Fatima.

Course Outcomes:

After completing the course the student should be able to-

Co No	Course Outcome	Cognitive level
406B.1	State the ways that retailers use marketing tools and techniques to interact with their customers.	1
406B.2	Explain how retailers differentiate their offering as an element in their corporate strategy and factors affecting strategic decisions involving investments in locations, supply chain and Information systems, and customer retention program.	3
406B.3	Justify, how retailer's communicate with their customers; and tactics related to pricing, merchandise assortment, store management, visual merchandising	6

PAPER: 404 (C): Modern HR Practices & OD

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. To advance an understanding of concepts, methods, and strategies underlying the change in Modern HR Management.
2. To understand the applicability of OD interventions to be facilitated through case-studies.
3. To know and understand the re-engineering process for Human Resource & H.R.D audit

Unit 1: Dynamics of Change in Modern H.R. Management:

- Managing HR in Globalization, Managing Change & Leading the Change, Types of change & its impact on HR, Change model, Burke and Litwin, Porras and Robertson.
- 3. Theories by: Robert Tanenbaum Kurt Lewin, MC Gregor, Herbert Shepard, Robert Blake.
- Challenges of change – Pressures for change, types of change, approaches. Resistance to change – individual, group and organizational. Overcoming Resistance. Promoting change – interpersonal, team and organizational methods.

Unit 2: H.R.D. Accounting and Audit

- Human Resource Accounting- Introduction, Need, Significance and Objectives of Human Resource Accounting, Assumptions, Methods and Valuation Models of HR Accounting.
- HR Accounting for Managers and HR professionals, HR Accounting System,
- Human Resource Audit- Meaning, Methodology, Approaches, Issues, levels and steps of HR Auditing. Essential Conditions for an Effective HR Audit Report.

Unit 3: Human Relations

- Employer and Employee Relations, Theories and Strategies to Build Sound Relations, Client Consultant Relationship, Business Relations and Negotiations, Relations Management in Alliances, Metamorphosis of Human Behaviour: Social Quotient, Emotional Quotient, Happiness Quotient, Spiritual Quotient.

Unit 4: Re-Engineering process for Human Resource:

- Challenges of Sustainability with reference to Retention and Talent Management, HR Management for Competitive Advantages, Organizational Learning, Collective Learning, Changing Functions and Processes to suit Organizational Needs, Implementing and Re-Engineering Changes, Designing and Redesigning of Jobs, Employee engagement strategies.

Unit 5: An Introduction to Organisation Development

- Define the concept of od, values, assumptions, importance. Evolution: Robert Tanenbaum, Kurt Lewin, McGregor, Herbert Shepard, Robert Blake Foundation of OD: action research, survey feedback, systems theory, teams and teamwork, participation and empowerment, applied behavioural science, parallel learning structures. Process of OD, OD Interventions: importance and meaning.

Unit 6: Changing Role of H.R. Management & Knowledge Management

- Communication (Language) – Lifestyle – Climatic and Environmental changes – global Socio cultural factors – customs and traditions including personal – psychological and Individual determinants Strategic Human Resource Management in the context to Global Scenario.
- Introduction to knowledge management, Understanding the significance of KM through a discussion on theories of the firm, Understanding the history, and the close relationship of KM with HRM .

Unit 7: Cross Cultural Management

- Leading the Change & Change Management, Challenges of Sustainability with reference to Retention and Talent Management, Management for Competitive Advantages, Organizational Learning, Collective Learning Knowledge Management.

Unit 8: Knowledge Management

Introduction to knowledge management, Understanding the significance of KM through a discussion on theories of the firm, Understanding the history, and the close relationship of KM with HRM, Understanding the three major inputs viz. strategy, people and IT for a successful Knowledge Management system Unit.

Case Discussion on selected topics:

References

1. Personnel Management – Text & Cases - C. B. Mamoria & S. V. Gankar, Himalaya Publications.
2. H.R.D Audit – T.V.Rao , Response Books. Mumbai
3. Delivering Competitive Advantages – Clive Morton, Andrew Newall , Jon Sparkes ; Jaico Publishing House, 1st Edition.
4. Re- Engineering of Human Resources – Lyle Spencer (Jr.) , John Wiley and sons Publications.
5. International H.R.M – Managing People in International Context – Welch Dowling, Thomson Learning; South Western Publications.
6. Organizational development by S Ramnarayan, T. V. Rao. Pragati publishers, Mumbai.
7. Organizational development and change by Cummings and Worley (7th edition).
8. Organization Change and Development: Kavita Singh, Excel Books.
9. Organization Development: The Process of Leading Organization Change: Donald L. Anderson, SAGE Publications.
10. Human Resource Accounting and Auditing: Nisamudheen. T and Muflia. S, Laxmi Publications
11. Human Resource Management: Pravin Durai, Pearson Publications.
12. Adhikary, M. Emerging HRD.1st Edition. New Delhi: Deep&Deep Publications Pvt.Ltd., 2008.
13. Deb, Tapomoy. Human Resource Development.1st Edition . New Delhi: Ane Books India, 2006.
14. Mohanty, Kalyani, and PadmalitaRoutray. Human Resource Development and Organizational Effectiveness.1st Edition. New Delhi: Excel Books, 2009.

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Objectives	Cognitive level
404C.1	Define various terms relating to organizational development & change.	02
404C.2	Proficient in carrying research activities as per the dynamics of human resource climate of the organization.	03
404C.3	Equipped with enhanced practical knowledge and skill in the specialization of human resource through industrial interface.	03
404C.4	Apply theories and current research concerning individuals, groups, and organizations to the process of change.	02

Paper: 405(C): HR In Service Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives:

1. To understand the HRM, in Services sector
2. To deliberate and discuss about competitive advantage through HR development
3. To provide roadmap in developing HR in services industry

Unit-1: Modern HR practices in service sector

- 1.1 Meaning, Scope, Importance, 3 dimensional role of HR in service sector.
- 1.2 Intangibility and inseparability issues in services and its relevance to HR
- 1.3 The implementation areas of HR strategies in services
 - i. KPO & BPO
 - ii. Banking & investment
 - iii. I.T
 - iv. Education

Unit-2: Development of HR for competitive advantage

- 2.1 Introduction, concept, activities of HR Involvement
- 2.2 Training & Development Strategies, Objectives & Importance of training
- 2.3 Assessment of Training needs, areas of training, Training Methods in competitive Environment
- 2.4 Advantages of training, training procedures & final evaluation

Unit-3: Employee Mobility & Career Development strategies of service sector

- 3.1 Internal Mobility strategies: Introduction, Meaning, different types
- 3.2 Promotion: Benefits, Problems, Promotion policy
- 3.3 Demotion: Meaning, Need for demotion Policy
- 3.3 Transfer: Meaning, Purpose, Type, Reason, Benefits

Unit -4: Employee and executive career strategies in services

- 4.1. Meaning, need of career development programs for specific jobs/ activities.
- 4.2. Executive development strategies and competency mapping for high profiles in corporate

Unit-5: Issues of Services sector employees

- 5.1 Absenteeism: Meaning, types, calculation, causes, minimizing absenteeism
- 5.2 Employee Attrition: Meaning, reason, calculation of attrition rate
- 5.3 Placements and Retention -
 - i. Managing separations and rightsizing
 - ii. Voluntary and involuntary separations, Golden Handshakes

Unit -6: Motivation and morale building in service sector employees

- 6.1 Motivation and Morale issues, Ethics and values
- 6.2 Empowerment-Meaning, coordination, Approaches of empowerment

Unit- 7: Monetary Issues in Services Employment

- 7.1 Incentives, salary, Reward & compensation Strategies –
- 7.2 Performance based Pay, Skill based Pay, and Team based Pay
- 7.3 Broad banding, Profit Sharing, Executive Compensation, Variable Pay

Unit -8: Legal issues in IT services

- 8.1. Information Technology Act, 2000
- 8.2. Digital Signature, Secure Digital Signature, Digital Signature Certificates
- 8.3. Electronic Governance, Regulation of Certifying Authorities, Duties of Subscribers
- 8.4 cases related to service sector HR

References:

1. HRM Text& Cases- USP Rao Excel Books 4th Edition
2. HRM Text& Cases – K Aswathappa Himalaya publications 5th edition.
3. HRM Case Studies in Services Management-ICFAI Books, 2003,ICFAI Publications

4. IHRM Chris Brewster, Universities press, New Delhi.
5. Dynamics of IR- Mamoria & Gankar, Himalaya Publishing House, New Delhi.

Course Outcomes:

After completing the course the student should be able to-

CO No.	Course Outcome	Cognitive level
405C.1	Understand the role and issues of HR in service sector.	1
405C.2	Asses the ability of HR to apply the principles and philosophies of Strategies for HR development in Services	6
405C.3	Analyse the significance HRD for the application and reengineering process of the organization	4

Paper: 406(C): Labour Economics & International HRM

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course objectives:

1. Find out the environments of Industrial & Labour Economics, Features of Labour market, Demand & Supply Analysis of Labour Markets.
2. Identify and analyse the issues in industrial economy of employees from international organisations and challenges in policy making for the domestic economies.
3. Analyse and assess the critical issues of Human resources in international environments and challenges of global organisations in managing the Human resources in global context.

Unit-1: Industrial Economics:

- 1.1 Industrial Economics: Definition concept and importance of study
- 1.2. Industry and Economic Development: Concept of Plant, Firm and Industry; classification of industry; Industrialization Meaning; Role of Industrialization; Factors Inhibiting industrialization.
- 1.3. Indian Industrial System: Small-scale, Cottage & Village Industries; Manufacturing & Service industries; Government intervention, regulation & control; Challenges and Problems of Industries.

Unit-2: Labour Economics:

- 2.1 Labour Economics: Concept emergence, Definition, scope.
- 2.2. Features of Labour market; Demand & Supply Analysis of Labour Markets;
- 2.3. Role of Employment Exchanges, Essentials of an Employment Policy.
- 2.4. Organised and Unorganised Labour in India.

Unit-3: HR in Economic Environment and Labour Costing:

- 3.1 Globalisation of Technology and Structure.
- 3.2 Workforce Diversity & Demographic Changes.
- 3.3 Labour Costing-
 - Labour cost, computations and controls.
 - Absenteeism and labour turn over; Cost, Causes and Determination.
 - Labour Productivity: Labours Study and Times Study, Wages and Labour Productivity.
 - Treatment of Overtime, Ideal Time, Night Shift, Allowances, Leaves Pay.

Unit-4: Industrial Issues of Indian Economy:

1. Causes & Extent of Industrial sickness in India.
2. Nature of Energy Crisis in India & Measures to Solve Energy Problems.
3. Industrial Productivity –Importance, Factors Influencing Industrial Productivity.
4. HR issues in Mergers and acquisitions.
5. WTO and Labour Standards.
6. Provisions of WTO & Its Effects on Industries in India.

Unit-5: International HRM:

1. Nature of IHRM- Internationalization & HRM; Functioning position of IHRM.
2. Domestic Vs International HRM.
3. Strategic IHRM.
4. Role of Economic Development in IHRM.
5. Concept & Role of Expatriate in IHRM.
6. International Industrial Relations.

Unit-6: Global HR Context:

1. Global HR Planning; Barriers to effective Global HRM.

2. Staffing of International Business.

3. International Joint Ventures-Concept & Nature of International Joint Venture, Motives & Extent of merger and Acquisitions, Methods of Overcoming Cultural and other problems in International Joint Ventures.

Unit -7: Human side of HR in International context

1. Training and Development of Employees in Global Context.

2. IHRM Trends and Future Challenges; challenges of the HR Function of the Multinational Firm.

3. Ethics and IHR Manager.

Unit-8: International compensation and employment laws

8.1 International compensation: forms of compensation, key components and practices by countries

8.2 The global legal and regulatory context, international framework of ethics and labour standards

8.3 Case Studies

References:

1) Labour Economics- Ansari Maheno Manzoor, South western Cengage publication.

2) Industrial Economics – R.R.Barthwal, New Age International Publications.

3) Industrial Economy of India – S.S.M.Desai&K.Bhalerao, Sage publications.

4) Indian Economy – Mishra Puri, 2nd edition Himalaya Publications.

5) Indian Economy- A. N. Agrawal, New Age International Publication.

6) International Human Resource Management- Tony Edwards & Chris Rees, Pearson Education.

7) International Business Management: K. Ashwathappa, Himalaya publications.

8) International Human Resource Management: Peter Dowling & Denise Weolch, Cengage Learning.

9) International Human Resource Management: Sen Gupta. Bhattacharya, Excel Books.

10) International Human Resource Management: P Subba Rao, Himalaya Publication.

11) International Human Resource Management: P.L. Rao, Excel Books.

12) Industrial Economics: Dr. Ranjana Seth, Ane Books Pvt. Ltd.

13) International Human Resource Management: K. Ashwathappa and Sadhna Dash, The McGraw Hill Publications.

14) International business by –UGC Moocs- ugcmooc.inflibnet.in

Course Outcomes:

After completing the course the student should be able to-

CO No	Course outcomes	Cognitive level
406C.1	Identify and Asses role of Humans Resource in Economic Environment and Labour Costing	1
406C.2	Evaluate and Analyse Industrial Issues of Indian Economy	4
406C.3	Advocate and implement Global HR Planning, strategies for effective Global HRM	6

Paper: 404(D): Total Quality Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course Objectives

1. To know the principles of Total Quality Management and peculiarities of their implementation;
2. To enable students to describe the tools and techniques for quality management
3. To provide students with a knowledge and insight into the implementation of TQM and quality audits

Unit-1: Total quality management

- 1.1 Definition
- 1.2 Basic approach
- 1.3 Historical Review-Defining Quality – Benefit and Obstacles
- 1.4 The Deming Philosophy
- 1.5 Promoting the philosophy
- 1.6 Training
- 1.7 Improvement needs

Unit-2: Leadership

- 2.1 Leadership concepts-Role of senior Management
- 2.2 Quality council
- 2.3 Core values and concepts-Shared values-Ethics
- 2.4 Quality statements

Unit-3: Continuous process Improvement

- 3.1 Introduction
- 3.2 Process, Juran Trilogy,
- 3.3 Improvement strategies-
- 3.4 Types of problem
- 3.5 The PDCA cycle, kaizen, and Reengineering

Unit-4: Tools and Techniques of TQM

- 4.1 Bench marking –Introduction –Reason-process
- 4.2 QFD quality function development introduction–benefits
- 4.3 Experimental design-Introduction-Basic Statistics-Hypothesis-t Test and f Test
- 4.4 Statistical Process Control-Pareto Diagram
- 4.5 Matrix diagram, nominal group technique

Unit-5: Quality Management Systems

- 5.1 Introduction – benefits of ISO
- 5.2 ISO 9000 series of standard
- 5.3 ISO 14000 series standard
- 5.4 Concept of ISO-14001
- 5.5 Requirement of ISO 14001 series standard
- 5.6 Benefits of EMS

Unit-6: Performance Measures

- 6.1 Introduction
- 6.2 Basic concepts
- 6.3 Strategy
- 6.4 Performance measure presentation

Reference:

1. Evans / Lindsay- An introduction to six sigma and process improvement Thomson
2. TQM by Dale H Bester field, Carol Bester field- Michna Pearson Edueahmseemd
3. Essence of TQM by John bank- Prentice-Hall
4. TQM by Rajesh Kumar Shukla nw Royalbook
5. TQM by R K Mittal Rajat Publications
6. ISO 9000 concept methods and Implementation Tapan P Bagehi Wheeler Publication

Course Outcomes:

After completing the course the student should be able to-

CO NO	Course Outcome	Cognitive level
404D.1	Understand the business excellence models and be able assess organization's performance making reference to their criteria.	1
404D.2	Ability to apply the knowledge of principles and philosophies of quality management.	6
404D.3	Analyse the significance of statistical process control for the application and reengineering process of the organisation	4

Paper: 405(D): Strategic Sourcing For Operations

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course objective

1. To develop analytical abilities for strategic sourcing.
 2. To understand the procurement whereby the business needs of the organization are matched with the supplier market.
 - 3 To analyzing an organization's spending across locations with select suppliers and using this information to make business decisions
 4. To Understand the Best Practices in Supplier Development
-

Unit 1: Methodology for Developing Operations Strategy:

- 1.1 Value as business concept – strategic issues in manufacturing
- 1.2 Value Chain concept Focus, core competence and distinctive capabilities
- 1.3 Stake holders & strategy, Checking markets, Outcome of Market debate
- 1.4 Linking manufacturing to Markets by strategic integration
- 1.5 Lean systems-Eliminating waste.

Unit 2: Evolution of Sourcing

- 2.1 Purchasing, a Dynamic profession
- 2.2 Origins of Purchasing and Transition to Supply Management
- 2.3 Value Adding Benefits and Strategic Focus
- 2.4 Five Major Developments:
 - i. Cross Functional Teams
 - ii. Supply Alliances
 - iii. Strategic Sourcing
 - iv. E-procurement
 - v. Global Sourcing

Unit-3: Sourcing

- 3.1 The Strategic Sourcing Plan
- 3.2 Discovering Potential Suppliers
- 3.3 Evaluating Potential Suppliers
- 3.4 Selecting Suppliers
- 3.5 Developing Suppliers
- 3.6 Managing Suppliers

Unit-4: Outsourcing: To Make or Buy

- 4.1 Outsourcing: A Growth Industry
- 4.2 Strategic Issues
- 4.3 Horizontal Integration
- 4.4 Tactical Decisions
- 4.5 Factors Influencing Make or Buy decisions
- 4.6 Net sourcing

Unit-5: Buyer Supplier Relationship

- 5.1 Transformation of Buyer –Supplier Relationship
- 5.2 Three Types of Buyer-Supplier Relationships
- 5.3 Suppliers Perspective
- 5.4 Developing and managing Collaborative and Alliance relationships
- 5.5 Portfolio Approach in Supply Management

Unit-6: Supplier Development

- 6.1 Strategic Importance of supplier Development
- 6.2 Best Practices in Supplier Development
- 6.3 Supplier Development Process
- 6.4 Barriers to Supplier Development

Unit-7: Supply Management

- 7.1 Supply Management's role in Business
- 7.2 Supply Management's relations with other Departments
- 7.3 Supply chain strategies
- 7.4 process tools for supply chain management
- 7.5 Measuring supply chain performance-structural improvement.

Unit 8: Operation Strategy Implementation

- 8.1 Technology strategy Issues in New Product development Time to market
- 8.2 Strategic nature of process
- 8.3 Business implication of Process choice
- 8.4 Hybrid Process. Change management and Sustainability Procedure
- 8.5 Company or plant based profiles by decisions for product reallocation, downsizing, Capacity decisions

Reference Books:

- 1. Managerial Decision Modeling with Spreadsheets by NagrajBalakrishnan, Barry Render, Ralph M. Stair Jr.- Pearson
- 2. Introduction to Operations Research-by Billey E. Gillett- Tata McGraw Hill
- 3. Operations Management – An Integrated Approach by Samson and Singh, Cambridge.
- 4. Operations Management for Competitive Advantage by Chase, Jacobs, Aquilano and Agarwal, TMGH, 11th Edition

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcome	Cognitive level
405D.1	Able to understand to plan and control of operation, student shall also learn the roles of forecasting in the operations planning process and the importance of scheduling in operations management. Semester III Specialization	2
405D.2	Develop knowledge and skills in the areas of purchasing and materials management, an increasingly important element of modern global commerce.	3
405D.3	Recommend the Fundamentals of Strategic Sourcing Theory and Practice evaluating Potential Suppliers	5

Paper 406(D): Inventory Management & Material Requirement Planning

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course objective:

1. To understand TQM, MRP, JIT, project management in Managing Materials Flow
2. To explain the need for material requirement planning and an overview of various aspects of inventory
3. To explain how is capacity planning done in organizations and what is its relationship with MRP.
4. To explain the impact of types of inventory costs on inventory management decisions. 3
To explain the principles of JIT

Unit-1: Material Requirement Planning

- 1.1 Master Production Schedule
- 1.2 Product Structure / bill of materials (BOM)
- 1.3 MRP Concepts (MRP I) & Objectives
- 1.4 Lot Sizing in MRP (Methods)
- 1.5 Lead time, re-order level, safety stock

Unit-2: Aggregate Planning

- 2.1 What is Aggregate planning
- 2.2 Nature of Aggregate planning decisions
- 2.3 Aggregate planning strategies
- 2.4 Aggregate planning methods

Unit-3: Inventory Control

- 3.1 Inventory significance, objectives
- 3.2 Benefits of inventory control
- 3.2 Inventory control terminology
- 3.3 Economic Order Quantity
- 3.4 Quantity discounts, price breaks
- 3.5 Inventory control systems

Unit-4: Inventory Models & safety Stock

- 4.1 Production inventory model
- 4.2 Back order inventory models
- 4.3 Probabilistic inventory model
- 4.4 Selective inventory control

Unit-5: Inventory Management in logistics

- 5.1 Introduction-meaning-concepts and Types.
- 5.2 Elements of Inventory costs
- 5.3 Managing finished products Inventory under Uncertainty
- 5.4 Distribution requirement planning (DRP)
- 5.5 Strategic inventory Management tool and techniques

Unit: 6 Recent Trends in Managing Materials Flow

- 6.1 Inventory control systems for Independent & dependant Demand Items
- 6.2 Manufacturing Resource Planning (MRP II)
- 6.3 Just In Time Systems (JIT)
- 6.4 Distribution Requirement Planning (DRP-I),(DRP II)
- 6.5 Total Quality Management (Continuous Improvement & Reengineering)

Unit-7: Meaning Micro Level Techniques, Advantages & Limitations

- 7.1 Kaizen
- 7.2 Kan-ban
- 7.3 Quality Circle
- 7.4 Project management

Unit:8 Make Or Buy Decisions:

- 8.1 Factors influencing Make Or Buy Decisions-cost, quality, capacity core v/s noncore,
- 8.2 Management strategy. Evaluation of performance of Materials function: cost, delivery, quality,
- 8.2 Methodology of evaluation, Use of ratios - inventory ratios,
- 8.3 Inventory analysis like ABC, FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management In JIT Environment.

Reference Books:

- 1. Introduction to Materials Management, J.R.Tony and Arnold.
- 2. Inventory Control and Management, Donald Waters, Wiley Student Edition.
- 3. Just-in-Time Manufacturing, Korgaonker, Macmillan
- 4. Essentials of Inventory Management, Max Muller, JAICO Publishing

Course Outcomes:

After completing the course the student should be able to-

CO. No.	Course Outcome	Cognitive level
406D.1	Able to understand various aspects of inventory, impact of types of inventory costs on inventory management decisions and the principles of JIT.	2
406D.2	Acquire knowledge of the issues related to designing and managing Operations & SCM and the techniques to do so.	3
406D.2	Analyzing the materials in storage, handling, packaging, shipping distributing and standardizing.	4

Paper: 407 A, B, C, D: Project Report and Viva Voce

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Course objective:

1. Apply business concepts and theories to real-world decision-making
2. Increase skill in specific business disciplines; such as human resources management, operations management, marketing, accounting, statistics, economics, finance, and business law.
3. Develop and improve business skills in communication, technology, quantitative reasoning, and teamwork.
4. Observe and participate in business operations and decision-making as well as a commitment to ethical conduct and social responsibility.

4 credits shall be awarded to the Project course, which will commence after completion of II Semester (During vacation falling after the end of first year) and the final work and report will be submitted during IV Semester. The marks and the credits will be allotted in IV Semester.

Course Outcomes:

Successful completion of this course enables the students to-

CO No	Course Objectives	Cognitive level
407.1	Equipped with practical business concepts and theories.	03
407.2	Proficient in specific business skills as per specializations.	03
407.3	Acquire real world business communication, technology, quantitative and interpersonal skills.	03
407.4	Apply the real experience of business processes and moral demeanor in organizations.	02

Audit Courses under CBCS

AC-401 (A): Human Rights

Course Objective:

- 1) To make students aware about human rights and human values.
-

Unit 1: Introduction to Human Rights

- 1.1 Concept of Human Rights
- 1.2 Nature and Scope of Human Rights
- 1.3 Fundamental Rights and Fundamental Duties
- 1.4 Interrelation of Rights and Duties

Unit2 : Human Rights in India

2.1: Meaning and Significance of :

- 1) Right to Equality 2) Right to Freedom, 3) Right against Exploitation, 4) Right to Freedom of Religion, 5) Cultural and Educational Rights, and 6) Right to Constitutional Remedies.

2.2 Constitutional Provisions for Human Rights

2.3 Declaration of Human Rights

2.4: National Human Rights Commission

Unit 3: Human Values

3.1: Meaning and Definitions of Values

3.2: Importance of values in the life of Individual

3.3: Types of Values

3.4: Programmes for conservation of Values

Unit 4: Status of Social and Economically Disadvantaged people and their rights

4.1: Rights of women and children in the context of Social status

4.2: The Minorities and Human Rights

4.3: Status of SC/ST and other Indigenous People in the Indian Scenario

4.4: Human rights of economically disadvantaged Society

References:

- 1) Human rights education – YCMOU, Nasik
- 2) Value education – SCERT, Pune
- 3) Human rights reference handbook – Lucille where

Course Outcomes:

After completing the course the student should be able to-

CO No.	CO	Cognitive level
AC401A.1	Practice the learned issues under human rights and human values in real life.	3
AC401A.2	Provide social justices to people around them and provide guidance about human rights to their friends, parents and relatives.	5

AC-401(B): Current Affairs

Course Objective:

- 1) To make students updated about current affairs of India and world.

Unit. No.	Title	Content	Hours
Unit – I	Politics & Economy	<ul style="list-style-type: none">• National & International Political Activity, Organization.• Economy & Business, Corporate world	08
Unit – II	Awards and recognitions	<ul style="list-style-type: none">• National & International Awards and recognitions• Books and authors	07
Unit -III	Science & Technology	<ul style="list-style-type: none">• Software, Automobile, Space Research• New inventions and discoveries	07
Unit – IV	Environment & Sports	<ul style="list-style-type: none">• Summit & conference, Ecology & Climate, Organization.• National & International Games, Olympics, commonwealth etc.	08
Total			30

Suggested Course Reading (Use recent years ‘data and current literature’) :

1. India 2019, by Publications Division Government of India
2. Manorama Year Book by Philip Mathew,
3. India 2019, Rajiv Maharshi
4. Quick General Knowledge 2018 with Current Affairs Update, Disha Experts
5. General Knowledge 2018: Latest Who's Who & Current Affairs by RPH Editorial Board.

Course Outcomes:

After completing the course the student should be able to-

CO No.	CO	Cognitive level
AC401B.1	Identify important issues currently/recently happening in India or world.	5
AC401B.2	Summarize current affairs regularly.	6

Paper: AC-401 (C) Modelling Business Plan

Course Objectives:

1. To understand the Entrepreneurship, Marketing, HRM, Financial attributes to be cover in business plan
2. To deliberate and discuss about feasibility of business plan
3. To provide roadmap in developing business activity and entrepreneurship

UNIT 1: Idea to enterprise, challenges and environment

- 1.1-Theoretical perspective of entrepreneurship
- 1.2 To 'start-up', Crafting strategies that work, understanding product and market valuation.
- 1.3 Team formation, entity creation, early stage compliance
- 1.4 Types of Entrepreneurship, Intrapreneur – An emerging trend,
- 1.5 Entrepreneurship Ecosystem: Education, Start-ups at various stages, Incubator, Accelerator, Mentors.

UNIT 2: Research for entrepreneurship

- 2.1-Market research do it & do it right
- 2.2 Developing a global vision through marketing research ,methods and pros-cons of research
- 2.3-Online and international MIS methods of international research, outsourcing .

Unit 3: Finding market opportunities, Deciding which market to enter

- 3.1 understanding customer, marketing requisites types of market and marketing methods
- 3.2 key elements of marketing, marketing strategy for start ups.
- 3.3 Marketing mix, understanding difference between Product and Services marketing.

UNIT 4: Communication and Documentation of perfection in Linguistic for entrepreneur

4.1 What is Linguistics?

- What Is Language?
- The Nature of Language
- The roots of linguistics
- Linguistic perfection plays important role
- Linguists are people who study linguistics
- Basic concepts in general and applied linguistics
- Attention to the rights and desires of language speakers and communities

4.2 Language documentation

- Language documentation concerns itself with principles and Methods
- Laws and principles of language

4.3 Communication skills for Entrepreneurship

- Interdisciplinary branches, proposal writing, formats and skills
- Integrated marketing communication, tools and process

Unit 5: Modelling a business plan

- 5.1- Self Discovery, Idea Generation, Idea Validation, Proto type & Minimum Viable Product, Idea Pitching.
- 5.2 Business Planning Tools: Meaning of Business Plan, Business Canvas, Business Plan Process- Marketing Plan, Operation Plan, Organisation Plan, Finance Plan, Feasibility Study.
- 5.3 How to prepare business plan –Pre requisites, during and post structure planning
- 5.4 The winning proposal –building methodology,

Unit 6: Designing Financial program

- 6.1- Funding Sources, Government Support, International policies and support
- 6.2 Launching & Financing New Venture
 - Intellectual Property Rights

- Legal form of new venture
- Digital Presence
- Building the new venture capital
- Exit Strategies & Succession Planning

6.3 Current Exim policy of India

6.4-Make in India policies and global markets

UNIT 7: Practical Assessment:

- Prepare a Business Model Canvas & Business Plan – Validate with expert – Modify accordingly and present it in the class.
- Interview a start-up founder to find out his/her major motivation to start a business – List down skills & characteristic of Entrepreneur
- Choose an NGO , interview the founder and present the case in the class – Challenges, Growth , Ecosystem Support and their impact

UNIT 8: Readings:

8.1- Readings – Three success stories of start-ups, make in India etc.

8.2- Case study on startups and entrepreneurship for practice

References Books:

1. Entrepreneurship: Vasant Desai, Himalaya Publishing House Mumbai.
2. International Trade and Export Management- Himalaya Publishing House, Francis Cherunilam.
3. Winning business proposals- Deric Mccann, Indiana publishing house New Delhi
4. Modelling entrepreneurship proposals -M sonawane and P. Joshi First edition, New Delhi.
5. Global Marketing (with special Indian focus), Svendhollensen and Madhumitabanerjee fourth edition, Pearson ,New Delhi.
6. Edited book 'Make in India' published by Excel India Publishers, New Delhi, ISBN: 978-93-86256-44-7, first edition 2017. (Deptt. Library)
7. Communication skills and entrepreneurial documentation linguistics, S. Deshmukh, Atharva publications.
8. Decoding Startups –Anis Bari, ISBN-978-93-84334-11-5
9. Edited book Contemporary Issues in Commerce Management & I.T.', First Edition 2013, published by Varad Prakashan, Jalgaon, ISBN No 81-925956-2-7(Deptt. Library)
10. Digital marketing by -UgcMoocs- ugcmoocs.inflibnet.ac.in
11. The manual for Indian Startups- V.Kumar, M .Ganesh and others, Penguinenterprise

Course Outcomes:

After completing the course the student should be able to-

CO No.	Course Outcomes	Cognitive level
AC401C.1	Understand and identify the requisites of structuring a model business plan.	2
AC401C.2	Analyze the attributes of business plan for start-ups and entrepreneurial ventures	4
AC401C.3	Acquire the skills for structuring business plan and its implementation for entrepreneurship.	6

Paper: AC-402 (D) Stock Market Trading

Course Objectives:

1. Recognize and visualize the different OTCEI tools, Depository methodologies for stock market analysis and trading
2. Examine the operations of stock investments in different stock markets in India, using online trading system
3. Collaborate the various analysis and relevant interpretations based on capital market analysis to attain investments in stock market, then to manage with technology tools.

UNIT I: Introduction Investment basics terms like need for investment, equity, derivative, mutual fund, depositories etc. and various options available for investment. Securities, securities market and how one can invest in securities and role of regulator - SEBI. Primary market, procedure for buying shares through IPO, how to raise capital from foreign countries? Depository, difference compared to bank and dematerialization of securities. (12 Hours)

UNIT II: Secondary Market Introduction, stock exchange, stock trading, products in the secondary, equity investment, debt investment. Derivatives – types, options, commodity derivatives and financial derivatives. Debt Funds - Salient features, debt mutual fund schemes, fixed maturity plans. Capital protection funds, gilt funds etc. Liquid Funds – Salient features, portfolio churning etc. (16 Hours)

UNIT III: Analysis and Regulation in Financial Markets Introduction to regulations governing equity market, techniques of analysis in stock market like ratio analysis, income tax and capital gains having direct relevance for investment / trading in stock market. (16 Hours)

UNIT IV: Market Simulation Lab Market simulation lab sessions on internet based software to develop basic numeric and keyboarding skills. (12 Hours)

Recommended Readings: Students must read daily newspapers like The Economic Times, Financial Express etc., watch business channels e.g. CNBC, NDTV Profit, ET Now etc. and get updates from websites of SEBI, NSE etc.

Reference Books:

1. Gupta, L.C: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi, 1997.
2. Dalton, John M: How the stock Markets works, 3rd edition, 2001, New York Institute of Finance
3. I. M. Bhole, Financial Institutions and Market, 5th edition, 2nd reprint in 2009 Tata McGraw Hill.
4. Vasant Desai, Indian Financial System, 2nd edition, 1997, Himalaya Publish
5. Financial Markets: A Beginners' Module, Workbook from NSE

Course Outcomes:

After completing the course the student should be able to-

CO No	Course Outcome	Cognitive level
AC401D.1	Convert technical knowledge in operating/maintaining the stock investment accounts.	2
AC401D.2	Operate independently for execution of individual/investors stock investments in different exchanges.	3
AC401D.3	Facilitate the stock market investments with relative analytical and technical expertise.	5

Information about M.B.A. Course Structure

1. DURATION

The regular Full Time Course shall be of 2 Years duration; comprising of 4 Semesters through Theory papers, Assignments, Paper presentation, Project report, Viva-voce, and such other Continuous Evaluation Systems as may be prescribed, in this respect, from time to time.

2. ELIGIBILITY FOR ADMISSION

As per admission rules framed by Directorate of Technical Education (DTE) Government of Maharashtra, AICTE and North Maharashtra University, Jalgaon

3. PATTERN & GRADING SYSTEM

A. Features of the CGPA System:

1. Master's degree courses namely, M.B.A. run in School of Management Studies would be of **28 credits** for each **Semester** that is **112 credits** for whole **Degree Course**
2. One credit for the theory course shall be of the **15 clock hours** (Each course being taught in the semester will be of **4 credits**) that is each course will be of **60 hours**.
3. Out of this 4 credits for each course **3 credits (45 Hours)** allotted to **External Theory Exam** and **1 credit (15hours)** is for **Internal Assessment**.
4. **4 credits** shall be awarded to the Project course, which will commence after completion of II Semester (During vacation falling after the end of first year) and the final work and report will be submitted during IV Semester. The marks and the credits will be allotted in IV Semester.
5. Academic calendar showing dates of commencement and end of teaching, internal assessment tests and term end examination shall be duly notified before commencement of each semester every year by the Department.
6. Every students need to opt for one subject other than management discipline (MBA curriculum) as per his/her choice as per direction of **Choice Based Credit System**.

B. Evaluation of the student:

(a) The evaluation of the student shall be divided into two parts viz. **Internal Assessment** and **Term End Examination (final semester examination)** with a weightage in the ratio of 40:60.

(b) Standard of passing –

- (i) Minimum marks for passing the internal assessment in theory course shall be 40%. However, the attendance for the internal assessment shall be compulsory.
- (ii) Minimum marks for passing the Term End Examination in theory course shall be 40%.
- (iii) Minimum marks for passing the project course (i.e. sum of the marks obtained in internal and term end examination) shall be 50%.

(c) The distribution of marks for each theory paper of **4 credits** at term (Semester) end examination and for continuous internal assessment shall be as follows:

Theory Examination	Maximum marks
Internal assessment	40
Term end examination	60
Total marks	100

(d) The **Project course** will commence after completion of II Semester (During vacation falling after the end of first year) and the final work and report will be completed during IV Semester. The marks and the credits will be allotted in IV Semester. The distribution of marks for Project course of **4 credits** is as follows

Project Examination	Maximum marks
Internal assessment	50
Viva - voce	50
Total marks	100

(e) Internal Assessment:

For the internal assessment **1 credit (15 Hours)** shall be assigned. The internal assessment includes:

Heads	Marks	Evaluating Authority
Internal test-I *	20	Concerned Faculty
Internal test-II *	20	
Total marks	40	

*In addition to above the Presentation, Seminar, Assignment, Case Study, Research Paper is also deliberated for Internal assessment.

- (i) Two internal tests conducted by the subject teacher. Each test shall be of **20 marks and the concerned teacher shall consider both internal test for Internal Assessment**. The duration of the each test will be of 90 minutes.
- (ii) The marks for each test shall be displayed on notice board within seven days of conducting the test.
- (iii) It is mandatory to show the answer sheets of all tests to the students.
- (iv) In courses having cases, the internal examination shall be compulsorily cover case analysis

(f) Term end examination:

- (i) The term end examination for 60 marks per course would be held about a week after completion of teaching for the semester.
- (ii) The term end examination of maximum marks 60 and its assessment work shall be conducted by the department under the academic flexibility granted to the department by the University authorities.
- (iii) Each theory paper comprising of 60 marks shall be of two hours duration.

C. Grades:

10 Point Scale System CGPA having passing criterion of 40%

(Other than Engineering and Pharmacy Courses)

From Academic Year 2017-18

Conversion Table for subject wise Marks obtained out of Hundred and Grades

Table 1 : Marks to Grade and Grade Point Conversion for each paper(Under 10 Point Scale System)

Marks Range Out of 100	Grade and Grade Description	Grade Point
80-100	O: Outstanding	10
70-79	A+ : Excellent	9
60-69	A: Very Good	8
55-59	B+ Good	7
50-54	B: Above Average	6
45-49	C: Average	5
40-44	P:Pass	4
0-39/ Absent	F: Fail	0

Table 2 : For Final Cumulative Grade Point Average (CGPA) and Final Grade for Course

CGPA Range	Final Grade
09.50-10.00	O
08.50-09.49	A+
07.50-08.49	A
06.50-07.49	B+
05.50-06.49	B
04.25-05.49	C
04.00-04.24	P
00.00-03.99	F

(ii) The grade point will be given on the total marks (sum of mark obtained in internal assessment and term end examination) obtained in the said subject.

(iii) A student who fails in a course (i.e. He scores less than 24 out of 60 marks in the Term End Examination and 16 out of 40 in internal assessment or less than 40 out 100 marks) shall be given F grade. Student with F grade in course would be granted credit for that course but not the grade for that course and shall have to clear the concerned course within 5 (Five) year from appearing for first time in the concerned paper.

(iv) The **total grade points earned in each course** shall be calculated as –
Grade points obtained (vide Table-1) X Credits for the course
Maximum grade points that can be earned in a semester are 280.

Final grade to be awarded and equivalent percentage of marks of the candidate based on his/her CGPA

Formula for Weighted %, SGPA & CGPA

$$1) \quad \text{Weighted \% (WP)} = \frac{\sum_{i=1}^n c_i p_i}{\sum_{i=1}^n c_i}$$

$$2) \quad \text{SGPA} = \frac{\sum_{i=1}^k c_i g_i}{\sum_{i=1}^k c_i}$$

$$3) \quad \text{CGPA} = \frac{\sum_{i=1}^n c_i g_i}{\sum_{i=1}^n c_i}$$

Where,

c_i : Number of credits of the i^{th} paper

p_i : Marks obtained (out of 100) in the i^{th} paper

k : Number of papers in the semester.

n : Total number of papers

g_i : Grade points earned in the i^{th} paper

4. GUIDELINES FOR TEACHING

- 4.1. There shall be 60 (45 for Teaching Sessions & 15 for Continuous Assessment) lecture hours per semester per course. The duration of the lectures shall be 60 minutes each. There shall be at least 14-16 weeks of teaching before commencement of examination of respective semester.
- 4.2. There shall be 4 lectures / week / paper.
- 4.3. The semester workload is balanced with 7 full papers of 100 marks each / semester. Thus 315 lectures hours are considered for teaching sessions and 105 hours shall be used for continuous assessment.
- 4.4. Self-study shall be natural requirement beside the time table. The Faculty will have to exert a little extra for cultivating reading habits amongst the students.
- 4.5. The teaching method shall comprise a mix of Lectures, Seminars, Group discussions, Brain storming, Game playing, Interactions with Executives etc. so as to prepare the students to face the global challenges as business executive for this Audio-visual aids and Practical field work should be a major source of acquiring knowledge.
- 4.6. Case study method preferably shall be used wherever possible for the better understanding of the students.

5. PRACTICAL TRAINING AND SUMMER INTERNSHIP PROJECT

- 5.1. Each student shall have to undergo a practical training for a period of not less than 7 weeks during vacation falling after the end of first year.
- 5.2. In the Fourth semester examination student has to submit "Project Work" individually on the basis of specialization, for minimum of 50 days. The topic should be decided in consultation with the guidance of internal teacher of the school at the end of the first year, so that the student can take up the training during the vacations. The Project should be necessarily Research oriented, Innovative and Problem solving. No teacher shall be entrusted with more than 15 students for guidance and supervision.
- 5.3. The Academic committee shall submit the detailed list of candidate with Project Titles, name of the organization, internal guide & functional elective to the Examination committee on or before the end of second semester.
- 5.4. The student has to write a report based on the actual training undergone during the vacations at the specific selected business enterprise, get it certified by the concerned teacher that the Project report has been satisfactorily completed and submit THREE typed copies of the same to the Head of the Department.
- 5.5. Two copies of the report submitted by the student shall be forwarded to the Examination committee by the Academic committee before 31st January.
- 5.6. The project work will carry maximum 100 marks, of which internal teacher shall award marks out of maximum 50 marks on the basis of project work done by the student as a continuous assessment. Remaining marks shall be awarded out of maximum 50 marks by examining the student during Viva-voce, by the panel of the external examiners to be appointed as per university norms.

5.7. No students will be permitted to appear for Viva-voce and Semester IV examinations, unless and until he/she submits the project report before the stipulated time.

6. STRUCTURE OF THE QUESTION PAPER

6.1 Each question paper shall be of 60 marks and of 3 hours duration.

6.2 **For Theory papers** there will 08 subjective questions of 12 mark each.

6.3 The internal examination will be of 40 marks, i.e. of two internal assessment tests, this will carry questions based on syllabi of concerned subject as per the discretion of subject teacher and will be based on practical approach. The structure of the question paper may vary depending on concerned faculty.

Syllabus:

Keeping in view the professional nature of examinations, students are required to equip themselves as per the prescribed syllabus and questions can be asked according to the course structure. **The school also reserves the right to vary the syllabus / patterns of paper from time to time, as the department is carrying out this course under Academic Flexibility as per the direction of the university.** Any alterations made will be notified from time to time.