

# SYLLABUS

## POST GRADUATE DIPLOMA IN MANAGEMENT



*Knowledge is Power*

# SOPHITORIUM MANAGEMENT COLLEGE

APPROVED BY ALL INDIA COUNCIL OF TECHNICAL EDUCATION  
(AICTE)

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## **Vision of the Institution:**

*To be a nationally recognized premier business college in Management education and research keeping abreast of latest developments and generate new knowledge in management.*

## **Mission of the Institution:**

- *To impart quality Management education that develops innovative professional & entrepreneurs.*
- *To undertake research that generates cutting- edge Technologies & futuristic knowledge focusing on the Socio- economic needs.*

## **ACADEMIC REGULATIONS OF 2-YEAR PGDM PROGRAMME**

### **TITLE AND COMMENCEMENT**

- These regulations shall be called “The Regulations Governing for the Two-Year (Six Trimester) Post Graduate Diploma in Management ” These regulations shall come into force from the academic session 2018-20. The Institute may from time to time revise, amend or change the Regulations, Curriculum, Syllabus and Scheme of examinations through the Academic Council’s approval as per AICTE guideline .

### **PROGRAMME OBJECTIVES**

- The 2-year Full-time PGDM Course offered by the Sophitorium Management College ,Baniatangi , Khordha aims to educate and prepare young graduates with the knowledge, analytical abilities, skills and aptitudes needed to provide business leadership in the rapidly changing and competitive global marketplace. The rigorous programme aims in achieving the stated Program objectives through a series of standardized core courses and electives. The programme provides a comprehensive foundation in the fundamentals of business management.

### **PROGRAMME EDUCATIONAL OBJECTIVES (PEOS)**

- PEO 1: To Excel as proficient Managerial Professionals in Organizations.
- PEO 2: To inculcate innovative & Sustainable Solution to accomplish the dynamic socio-economic needs.
- PEO 3: To enhance & pursue research acumen for the growth of Industry and Society.
- PEO 4: To develop entrepreneurial spirit for the dynamic business environment.

### **PROGRAMME OUTCOMES**

The most essential Program outcomes of PGDM programs are identified through stakeholder consultation. These are as follows;

- PO1: Ability to apply knowledge of management theories and practices to solve business problems. - Application of orientation.
- PO2: To foster analytical and critical thinking abilities for data based decision making. - Analytical thinking.
- PO3: Ability to develop value-based leadership skills-value leadership.
- PO4: Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business- proficiency in all walks of business.
- PO5: Ability to lead oneself and others in the achievement of organizational goals, contributing effectively to a team environment – organizing capacity

- PO6: Ability to apply contemporary management techniques to the changing business scenarios.
- PO7: Ability to develop Industry- readiness Traits and competence to emerge as entrepreneurs and enhance employability.

### **PROGRAMME DURATION**

- The Full-time, Regular PGDM Course shall have duration of two years with Six Trimesters .The session shall commence from 1st of June each year.

### **ELIGIBILITY**

- The minimum eligibility criteria for admission in the PGDM programme shall be a graduation in any discipline with **50% marks in aggregate of all subjects or in the Honours subject in the bachelor's degree**. Students in the final year of their graduation may also apply provisionally, subject to the condition that, in case selected, they shall compulsorily produce the evidence of the required qualification on or before 31st August of the year of admission, failing which their admission shall be summarily cancelled.
- A relaxation of 5% shall be extended to the SC and ST candidates belonging to the state of Odisha with valid caste, income and residential certificates.
- All the educational qualifications of the candidate must be from a Board / Institution / College / University recognized by the state or the central government and the appropriate regulatory body. In such ambiguous cases wherein the candidates claim that their educational qualifications are equivalent to the prescribed essential qualifications, it will be the sole responsibility of the candidates themselves to submit the necessary documents / certificates (order / letter no. with date) issued by the competent authority from which they obtained the educational qualification. Apart from the stated basic minimum qualifications, there are no restrictions on lower or upper age limit for the candidates.

### **ADMISSION PROCEDURE**

- The admission to the 2-year PGDM programme shall be on the basis of CAT/ XAT/ CMAT/ MAT/ ATMA (any one), past academic record, relevant work experience, group discussion and the performance in Personal Interview. The final Merit List of applicants shall be based on an Admission Index.
- The reservation policy of the Government of Odisha shall apply in admission and the benefit of the same shall be given to the candidates belonging to the State of Odisha only.
- The CAT/ XAT/ CMAT/ MAT/ ATMA score should not be more than one year old, reckoning from the 1st of May of the year of admission.

## **MEDIUM OF INSTRUCTION**

- The medium of teaching and examination for all the courses shall be invariably English

## **ACADEMIC CALENDAR**

- Each year the Sophitorium Management College shall draw out a calendar of academic and associated activities, which shall, be strictly adhered to. The same is non-negotiable. Further, the Institute will make all reasonable endeavours to deliver the programmes of study and other educational services as mentioned in its Information Brochure and website. However, circumstances may change prompting the Institute to reserve the right to change the content and delivery of courses, discontinue or combine courses, and introduce or withdraw areas of specialization.

## **PROGRAMME OVERVIEW/ SCHEME OF THE PROGRAMME**

- The two-year PGDM programme shall be spread over 6 Trimester covering 32 papers and summer internship & Final Project in all. The Institute shall offer teaching in three areas of specialization namely Finance, Marketing and Human Resource.
- The First Trimester shall have 6 Core Papers (FTM-101, FTM-102, FTM-103, FTM-104, FTM-105, and FTM-106). The Second Trimester shall have 6 Core Papers (STM-101, STM-102, STM-103, STM-104, STM-105, and STM-106) and Personality Development. The Third Trimester shall have 6 Core Papers (TTM-101, TTM-102, TTM-103, TTM-104, TTM-105, and TTM-106). The Fourth Trimester shall also have 3 Core Papers (ES-204, EMIS-205, EOM-205) and 3 Electives from one specific specialization i.e. Finance, Marketing, HR. The specialization and elective papers chosen in the 4th trimester may be same in 5th and 6th trimester.
- The title of papers and content therein shall be subject to periodical revision by the Board of Studies and Academic Council of the University within the curriculum structure stated herein.
- There shall be Continuous trimester Internal Assessment during the course period and final Examination at the end of each trimester.

## **SUMMER INTERNSHIP PROJECT**

- All students enrolled in the PGDM programme shall have to compulsorily undergo a eight weeks Summer Internship Project (SIP) under the guidance of an Internal Faculty Guide and an External Company Guide in any area of Business Management in an organisation of choice. The Summer Internship Project (SIP) shall commence from month of April of the applicable year, after the completion of coursework of the third Trimester.

- The Faculty Guide should facilitate the student to undertake a meaningful project and provide necessary guidance and supervision. It is important for the faculty guides to periodically monitor the performance of the students working under them and provide them with necessary guidance from time to time.
- The final Summer Internship Project Report must be prepared as per the format prescribed by the Institute. The Institute shall issue the procedural guidelines regarding summer internships from time to time.

## **ATTENDANCE, ASSESSMENTS AND EXAMINATIONS**

- To be admitted to PGDM Trimester examination, a candidate must have
  - (i) Registered in the College as a student
  - (ii) Attended minimum 75% of the Attendance.
- The assessment of candidates (in each of the subjects) shall be made on the bases of Internal Assessment of 20 marks (1 hour duration) and End-Trimester Examination (3 hours duration) of 60 marks.
- The Internal Assessment shall comprise the following:
  - (i) One Internal Assessment Test =20 marks
  - (ii) Class Attendance cum Performance Score= 20 marks
- The class performance marks shall be based on factors such as:
  - (i) Attendance, Participation in seminars, case discussions and group work activities
  - (ii) Class tests, quizzes, individual and group presentations.
  - (iii) Class-room participation etc.
- The scheme of evaluation of project works shall be as follows:
  - (i) Internship Evaluation Parameters

<b>Sl. No.</b>	<b>Evaluation Parameters</b>	<b>Marks</b>
1	Weekly Reports and Interaction	20
2	Time Utilization	10
3	Report Evaluation	30
4	Viva Voce	30
5	Company Feed Back	10
	<b>Total</b>	100

(ii) Final Project:

This is a capstone project undertaken by the students in the 6th trimester. It is done mostly in companies. Extensive support is provided by the Institution in sourcing opportunities.

Request to Companies for Final Trimester Project) The initial process is similar to that of summer internships.

**Brief to students regarding Final Trimester project/6<sup>th</sup> trimester Project).** The workshop revisits areas / concepts that are relevant to projects.

- Research Methodology
- Literature survey

The briefing also focuses on:

- Identification of project areas and finalization. (Often, this done collaboratively with the company.)
- Balancing project work with other responsibilities assigned by the company.
- Evaluation criteria of students' projects.
- Need for periodic presentation to faculty guide and a panellist.
- Formulating research objectives and research methodology.
- Data collection, analysis, interpretations, inferences and recommendations.

The process is rigorously monitored and continuous assessments marks are linked to the timelines and quality of project progress. The time schedule includes project completion, report submission and viva by a faculty panel by the Sophitorium Management College.

The evaluation of the project is done on the following parameters:

#### **Final Trimester Project- Continuous/ Evaluation**

<b>Sl.No.</b>	<b>Evaluation Parameters</b>	<b>Marks</b>
1	Introduction, Industry analysis and Company Profile	5
2	Need/ Problem definition , Research Objectives, Scope	10
3	Review of Literature , Research Methodology (questionnaire, if applicable)	15
4	Primary/Secondary Data, Analysis	15
5	Finding and Suggestions	10
6	Report Presentation	5
	<b>Total</b> (*The continuous evaluation marks out of 60 get converted to a maximum of 100.)	60*

- Students taking admission in PGDM programme are required to maintain a minimum of 75% attendance in every subject. A student who has not satisfied the minimum attendance requirement of 75% shall not be allowed to appear for the Trimester examination in that course/ subject. In such a case the student will have to repeat the course/subject in the corresponding Trimester during the next year.
- To qualify for promotion to the next Trimester, the students are required to clear **50% in aggregate** in the Trimester Examinations. Students shall have to pass separately in the End Trimester Examination (ETE) and in the Trimester Internal Assessment (TIA) by securing the minimum marks as per Regulation from time to time.
- The Institute reserves the right to postpone, reschedule or cancel the internal or the Trimester examinations, if necessitated by circumstances beyond control. In such cases, all the students who are registered for that examination will be duly informed of the revised schedule. No refund of fee will be made. The fee paid will be carried forward to the examinations as per the revised schedule.
- The Institute will display important notices pertaining to attendance, assignment, submission dates, projects, examination dates, guest lectures, etc. from time to time. It will be the responsibility of the students to read, understand and follow the notices. **‘No Excuse’ of not having read the notices will be entertained.**
- The Institute maintains old records (including answer scripts) relating to the internal examinations of the PGDM programme only up to a period of 1 month days from the date of declaration of the related PGDM result. Hence, any enquiry about the internal answer scripts beyond the period of 1 month from the date of declaration of the PGDM result will not be entertained by the Institute.
- The Minimum number of Students required for offering an Elective/ Specialization shall be 20.

## **PROMOTION AND SPAN PERIOD**

- The students of the first Trimester will be allowed to appear in the examination after clearing the Trimester fee, required attendance and assignment work.
- A student shall be promoted to the next Trimester if he/ she clears 50% of the papers of the relevant preceding Trimester (i.e. 4 papers in Trimester I and 3 papers in the subsequent relevant Trimester).
- The minimum marks for passing the examination in each paper shall be 45% (both End Trimester Examination ETE and Trimester Internal Assessment taken together). However in absolute terms of marks obtained in a course, **a minimum of 28 marks is essential in the ETE and a minimum of 17 marks is to be secured in the TIA to clear the course.** In other words, a student shall have to pass separately in the ETE and in the TIA by securing the minimum marks prescribed here.
- The span period of the **programme is four years from the date of registration** in the programme.
- To be eligible for promotion to the second year of the programme, a student must clear successfully at least 10 papers out of the 18 papers offered during first year of the programme.



## **PUBLICATION OF RESULT**

- The result of the PGDM examination shall be notified in the Notice Board, by Sophitorium Management College. The marksheets and certificates would be available in the personal DigiLocker on Adhar authentication.
- If a student is found indulged in any kind of malpractice during examination, the examination taken by the student will be cancelled. The candidate will be awarded zero marks in that paper. The candidate may re-appear in the subsequent Trimester as per the available provisions.
- There shall be no Supplementary or Re-examination for any subject. Students who have failed in any subject in an even Trimester may appear in the subsequent even Trimester examination for clearing the backlog. Similarly, the students who have failed in any subject in an odd Trimester may appear in the subsequent odd Trimester examination for clearing the backlog.

## COURSES OF STUDY FOR 2-YEAR PGDM

### Subject Combinations for PGDM Program (102 Credits )

Foundation Courses – <b>09 papers</b>	Professional Courses - <b>12</b>	Professional Elective Courses- <b>10</b>	Value Adding Courses- <b>01</b>	<b>Summer Internship / Final Project SIP-01,FTP- 01Total- 02</b>
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### Trimester wise Programme Structure:

#### Trimester – 1

Sl. No	CODE NO	COURSE TITLE	STRU C-CODE	L	T	P	C	No of Sessions
1	FTM-101	Organization Behavior	FC	3	0	0	3	40
2	FTM-102	Financial reporting , statements & Analysis	FC	3	0	0	3	40
3	FTM-103	Business Communication	VAC	3	0	0	3	40
4	FTM-104	Managerial Economics	FC	3	0	0	3	40
5	FTM-105	Quantitative Techniques	PC	3	0	0	3	40
6	FTM-106	Operation Management	PC	3	0	0	3	40
7	FTM-107	Induction Program		-	-	-	-	-
		<b>Total</b>		18	0	0	18	240

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**Trimester – 2**

<b>Sl. No</b>	<b>CODE NO</b>	<b>COURSE TITLE</b>	<b>STRUC-CODE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>No of Sessions</b>
1	STM-201	Human Resource Management	PC	3	0	0	3	40
2	STM-202	Corporate Finance	PC	3	0	0	3	40
3	STM-203	Marketing Management	PC	3	0	0	3	40
4	STM-204	Business Statistics & Analysis for decision making	FC	3	0	0	3	40
5	STM-205	Legal & Business Environment	FC	3	0	0	3	40
6	STM-206	Computer Application For Business	FC	2	0	1	3	40
7	STM-207	Personality Development.		-	-	-	-	-
		<b>Total</b>		17	0	1	18	240

**Trimester – 3**

<b>Sl. No</b>	<b>CODE NO</b>	<b>COURSE TITLE</b>	<b>STRUC-CODE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>No of Sessions</b>
1	TTM-301	Indian Ethos & Business Ethics	FC	3	0	0	3	40
2	TTM-302	Marketing Research	PC	3	0	0	3	40
3	TTM-303	Corporate strategy	PC	3	0	0	3	40
4	TTM-304	Indian Economy & Policy	FC	3	0	0	3	40
5	TTM-305	Project Management	PC	3	0	0	3	40
6	TTM-306	Organization Design	PC	3	0	0	3	40
7	TTM-307	Constitution of India		-	-	-	-	-
		<b>Total</b>		18	0	0	18	240

**Trimester – 4**

<b>Sl. No</b>	<b>CODE NO</b>	<b>COURSE TITLE</b>	<b>STRUC-CODE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>No of Sessions</b>
1	ES-204	Entrepreneurship	PC	3	0	0	3	40
	SIP-401	Summer Internship	SIP	0	0	0	3	
2	EMIS-205	E-commerce & Digital Markets	FC	3	0	0	3	40
3	EOM-205	Sales & Operation Planning	PC	3	0	0	3	40
	NC-2	NSS/Yoga		-	-	-	-	-
<b>HR</b>								
4	EHRM-201	Manpower Planning & Selection	PE	3	0	0	3	40
5	EHRM-202	Employee Relations	PE	3	0	0	3	40
6	EHRM-204	Compensation and Benefit Management	PE	3	0	0	3	40
<b>MARKETING</b>								
7	EMM-201	Consumer Behaviour	PE	3	0	0	3	40
8	EMM-206	Integrated Marketing Communication	PE	3	0	0	3	40
9	EMM-209	Service Marketing	PE	3	0	0	3	40
<b>FINANCE</b>								
10	EF-205	Financial Markets & Service	PE	3	0	0	3	40
11	EF-206	Financial Derivatives	PE	3	0	0	3	40
12	EF-209	Behavioural Finance	PE	3	0	0	3	40
		<b>Total</b>		18	0	0	18	240

<b>Trimester – 5</b>								
<b>Sl. No</b>	<b>CODE NO</b>	<b>COURSE TITLE</b>	<b>STRUC-CODE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>No of Sessions</b>
1	EBA-202	Business Forecasting	PE	3	0	0	3	40
2	EIB-202	International Trade Law	PC	3	0	0	3	40
3	EOM-201	Supply Chain & Logistic management	PE	3	0	0	3	40
<b>HR</b>								
4	EHRM-207	Strategic HRM & International Perspective	PE	3	0	0	3	40
5	EHRM-206	Team Dynamic at Work	PE	3	0	0	3	40
6	EHRM-205	Performance Management	PE	3	0	0	3	40
<b>MARKETING</b>								
7	EMM-208	Product & Brand Management	PE	3	0	0	3	40
8	EMM-207	Digital and Social Media Marketing	PE	3	0	0	3	40
9	EMM-203	Retail Management	PE	3	0	0	3	40
<b>FINANCE</b>								
10	EF-208	International Finance	PE	3	0	0	3	40
11	EF-210	Taxation	PE	3	0	0	3	40
12	EF-201	Investment Analysis & Portfolio Management	PE	3	0	0	3	40
		<b>Total</b>		18	0	0	18	240

Trimester – 6								
Sl. No	CODE NO	COURSE TITLE	STRUC -CODE	L	T	P	C	No of Sessions
<b>HR</b>								
4	EHRM-208	International HRM	PE	3	0	0	3	40
5	EHRM-205	Human resource Metrics & Analytics	PE	3	0	0	3	40
<b>MARKETING</b>								
7	EMM-202	B2B Marketing	PE	3	0	0	3	40
8	EMM-204	Sales & Distribution Management	PE	3	0	0	3	40
<b>FINANCE</b>								
10	EF-202	Managing Banks and Financial Institutions	PE	3	0	0	3	40
11	EF-206	Mergers , Acquisitions and Corporate Restructuring	PE	3	0	0	3	40
12	FTP-601	Final Project	FTP	0	0	0	3	40
		<b>Total</b>		6	0	0	9	80

**The curriculum consists of the following types of courses:**

**Foundation Core Courses (FC):**

These are compulsory courses that equip the students with fundamental knowledge required by all students to attain the required learning in all functional areas. This is an important part of the program given the diverse background of students who do their PGDM program.

**Professional Core Courses (PC):**

These are compulsory courses that deal with the different functional areas common in the management field. They provide the “width” component in their education and also facilitate choice of specializations since these courses provide the basic exposure. Students will learn to appreciate inter-dependency of their functional role with other management functions and work in an integrated manner.

**Professional Elective Courses (PE):**

These courses address the “depth” component of their specialization areas. They are directly relevant to the roles they take up in companies and help them succeed.

**Value Adding Courses (VAC):**

These courses are designed to supplement their domain knowledge and equip them with other competencies which will aid their effective working. These are non-credit courses. Students are awarded grades that appear in their grade-sheet.

**Summer Internship (SI):**

This is the first exposure to industry for most students and hence assumes great significance. They get to experience the actual working of an organization and the challenges one can face in their career. Tacit learning by doing, observing and listening during the internship will help them succeed in their future careers. Successful internship can lead to pre-placement offers.

The internships would consist of either a Professional Practice where the students are expected to take up operational roles or a mini-research project. These are normally carried out in a company.

**Final Trimester Project (FTP):**

This is a research-oriented activity wherein a problem is taken up for a systematic investigation. This is normally done in a company with an objective of identifying a real-time issue and finding solutions. Much of the knowledge and skills gained in the PGDM program will contribute to the successful completion of the project.



### 1st Trimester

Sl. No	CODE NO	COURSE TITLE	STRUC -CODE	L	T	P	C	No of Sessions
1	FTM-101	Organization Behavior	FC	3	0	0	3	40
2	FTM-102	Financial reporting , statements & Analysis	FC	3	0	0	3	40
3	FTM-103	Business Communication	VAC	3	0	0	3	40
4	FTM-104	Managerial Economics	FC	3	0	0	3	40
5	FTM-105	Quantitative Techniques	PC	3	0	0	3	40
6	FTM-106	Operation Management	PC	3	0	0	3	40
7	FTM-107	Induction Program		-	-	-	-	-
		<b>Total</b>		18	0	0	18	240

# ORGANIZATIONAL BEHAVIOR

**COURSE CODE -FTM-101**

**CREDIT-03**

## **Unit 1: Introduction**

Conceptual Foundation of Organizational Behavior; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organizational Behavior ,Models and Approaches of Organizational Behavior, OB and Emotional Intelligence.

## **Unit 2:**

- (a) Perception, Attitude, and Values: Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping; Concept of Pygmalion Effect; an overview of Emotions and feelings, Values ,Beliefs and Attitudes with Managerial Implications.
- (b) Learning: Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories.
- (c) Motivation: Concept, Major Theories and Process of Motivation: Maslow's Need-Hierarchy Theory; Herzberg's Motivation-Hygiene Theory; McGregor's Theory X and Theory Y; Cognitive Evaluation Theory; Goal-Setting Theory; Reinforcement Theory; ERG Theory; Vroom's Expectancy Theory; Job Design Theory; Equity Theory; Integrating Contemporary Theories of Motivation; Culture-Boundedness of Motivation Theories; Managerial Implications of Various Theories; Linking Recognition Programmes and Reinforcement Theory; Linking Employee Involvement Programmes and Motivation Theories.

## **Unit 3:**

- (a) Personality: Concept and Determinates ;Types and Traits; Major Personality Attributes Influencing Organizational Behavior; Locus of Control; Machiavellianism;
- (b) Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality and National Culture; Holland's Typology of Personality and Congruent Occupations.
- (c) Leadership: Concept and Functions; Style and Theories of Leadership: Traits, Behavioral and Situational/Contingency Groups of Theories; Inspirational approaches to Leadership; Charismatic Leadership, Transformational Leadership, and Transactional Leadership, Contemporary Leadership Roles; Challenges to the Leadership Construct; Substitutes and Neutralizers to Leadership.
- (d) Stress: Concept; Consequences and sources; Stress Management: Approaches.

**Unit 4:**

- (a) Group Behavior :Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual ;Groupthink and Groups Shift; Group Decision Making Techniques and Process.
- (b) Interpersonal Relationships: Understanding Self and Others; Developing Interpersonal Relationships;  
Transactional Analysis; Johari Window.
- (c) Conflict Management: Concept; Causes; Types; Stages; Effects ;Management of Conflicts.

**Unit 5:**

- (a) Organization Power and Politics: Concept; Sources and Classification; Power Tactics; Coalitions; Organizational Politics: Concept and People's Response to Organizational Politics, The Concept of Impressing Management.
- (b) Organizational Culture: Concept; Dominant Culture; Strong vs Weak Cultures ;Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture.
- (c) Organizational Changes: Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organizational Change; Organizational Development; Culture-Boundedness of Managing the Change.

**COURSE OUTCOMES**

1. To apply the conceptual foundation and theories of organizational behavior.
2. To develop a good working environment for an individual for the smooth running of the organization.
3. To analyse inefficiency and weakness in individual and apply various measures to improve it in the organization.
4. To analyze how to develop coordination and teamwork in the organization.
5. To apply how to use organization power and politics in an effective manner.

**REFERENCE BOOKS:**

- Robbins, SP Stephen P, Timothy Judge and Nehasika Vohra, Organisational Behaviour, 12th or 16th edition, Pearson Education, 2011.
- Fred Luthans, Organisational Behavior, 11th edition, Mc Graw Hill,2009.
- W. Newstrom, John, Organisational Behaviour,10th edition, Tata Mc Graw –Hill 2009.
- Paul Heresy, Kenneth H. Blanchard, and Dewey E. Johnson, Management of Organisational Behaviour: Leading Human Resources, 2008.
- Dr SS Khanka, Organisational Behaviour, S. Chand & Co, New Delhi, 2008.
- Sanghi Seema, Organisational Behaviour, Pearson, 2011

## **FINANCIAL REPORTING, STATEMENT & ANALYSIS**

**COURSE CODE -FTM-102**

**CREDIT-03**

### **UNIT I**

Financial Accounting - Definition - Accounting Principles – Concepts, and conventions - Journal - Ledger - Trial Balance - Final Accounts, with simple adjustment, Depreciation - Concept – Objectives.,Computerization of accounts.

### **UNIT II**

Financial Statement Analysis - Objectives - Techniques: Comparative- Common Size - Trend Analysis.

### **UNIT III**

Ratio Analysis - Calculation of ratios - construction of balance sheet,using ratios. Cash flow statement - Preparation of Cash Flow Statement.

### **UNIT IV**

Budget and Budgeting Control - Meaning - Types of budgets -Preparation of Functional and Flexible budgets and Zero Base Budgeting.

### **UNIT V**

Additional information in annual report–segment reporting, notes to financial statement – full disclosure –comparative statement –management discussion and analysis. Recent trends in accounting.

## **COURSE OUTCOMES**

1. To equip the students with practices and procedures of financial reporting including accounting concepts, conventions and policies and a base knowledge on the final accounts.
2. To enable the student to attain practical knowledge of various aspects of an annual report including note on accounts and management discussion and analysis.
3. To equip the students with a detailed understanding of the tools and techniques of financial statement analysis.
4. To introduce to the students the practical aspects of financial statement analysis through contemporary case studies.
5. To able know about ratio analysis that is calculation of ratios ,construction of Balance sheet using ration .

## **REFERENCE BOOKS**

1. I.M. Pandey, Financial Management, Vikas Publication House, 8th Ed., 2009
2. M.Y. Khan and PK Jain, Financial Management, Delhi, TMH, 4th Edition, 2007
3. Brigham, Fundamentals of Financial Management, 10th,edition2008, Cengage Learning,
4. Kulkarni, Financial Management, 2008, Himalaya Publishing House
5. Sharan.V.Financial Management, Pearson Education; Second Edition, New Delhi.
6. Chandra Bose Fundamentals of Financial Management, PHI, 2009

## **BUSINESS COMMUNICATION**

**COURSE CODE -FTM-103**

**CREDIT-03**

**Unit 1** – Introduction Importance of communication skills in Business Management. Types of communication: the media and tools of communication .The Communication Process .Barriers and Gateways to communication.

**Unit 2** – Verbal and Non-verbal Communication Persona language and body language .Types of managerial speeches: occasional speech; thematic speech .Group Communication in: group discussions, meetings, seminars, and conferences. Art of facing interviews in: selection or placement, appraisal, disciplinary committees and exit interviews.

**Unit 3** – Written Communication Skills Formats for business letters and memos: routine type; sales promotion, bill collection, disciplinary action; persuasive messages; negative messages; job applications. Preparing a professional resume and cover letter, follow-up messages and letters. Internal communication through: memos, minutes, notices, circulars. Writing effective Business Reports ;Digital Communication. Power point preparation; Using Web as a source of knowledge Sharing.

**Unit 4** – Recruitment and Employment Correspondence Drafting the Employment Notice, Job Application Letter; Curriculum Vitae/ Resumes; Joining Interview ;An offer of employment; Job Description ;Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.

**Unit 5** – Business and Social Etiquette Professional conduct in a business setting: workplace hierarchy; the proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette ;Table etiquette. Language lab class for practical in b. communication.

## **COURSE OUTCOMES**

1. This course is designed to provide students with a comprehensive knowledge of communication, its scope and importance in business
2. The role of communication in establishing a favorable outside the firm environment,
3. As Demonstrate the ability to write and construct effective paragraphs on different topics for different purposes with appropriate format, organization and language.
4. To understand the method of creating and presenting on a selected topic as well as capability to interpret/summarize a reading material in a written form..
5. This course also develops an awareness of the importance of succinct written expression to modern business communication.

## **REFERENCE BOOKS:**

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw–Hill Education, 2012.
4. P.D. Chaturvedi – Business Communication (Pearson Education, 3rd Edition 2006).
5. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).

## MANAGERIAL ECONOMICS

**COURSE CODE -FTM-104**

**CREDIT-03**

**Unit1** – Introduction Evolution, Nature, Scope and Significance, Circular Flow in an Economy ,Principles, Production Possibility Frontier, Managerial Economics: Micro and Macro Economics.

**Unit 2** – Market Forces: Demand and Supply

- (a) Demand Analysis: Theory of demand ;Objectives of demand analysis and determinants of demand; theory of consumer behavior; The elasticity of demand and its measurement methods; importance in decision-making.
- (b) Supply Analysis: The objective of supply analysis; Determinants of supply, Elasticity of Supply.

**Unit 3** – Production Function and Cost Analysis Theory of Production and Cost Analysis; Production Functions and its Managerial Uses; Cobb Douglas Production Function, Laws of Production and analysis :Empirical Estimates of Production and Cost; short-run and Long-run average cost curves and their analysis ;Economies and Diseconomies of scale.

**Unit 4** – Organization of the Firm Pricing Decision: Pricing under different Market Structures: Perfect and Imperfect (Monopoly, Duopoly, Monopolistic Competition, Oligopoly Markets),Pricing Policies and Strategies; Collusive and Non-Collusive Oligopoly; Baumol’s Marries’ and O. Williamsons Model.

**Unit 5** – Factor Pricing Determination of Factor Pricing ;Marginal Productivity Theory; Auctions-Game Theory and Asymmetric Information

Note: Numerical Questions should be set on elasticity, break-even analysis, demand forecasting, and optimum output determination under the law of variable proportions.



## **COURSE OUTCOMES**

1. To apply the mixture of the various economic concepts in solving business problems for business efficiency to make the best use of the resources in hand.
2. To analyze and evaluate the effect of demand and supply on market dynamics and to apply concepts of price, cross, and income elasticity in business to take correct decisions and create new ideas for the future growth of the company.
3. To analyze, demonstrate and take decisions with the help of various tools and concepts to maximize the production at limited or minimum cost and resources available with the company.
4. To analyze evaluate create different pricing policies and apply those pricing decisions in dynamic and different types of market conditions. To judge and improve the management approach as a top-level manager for the optimum growth of the organization.
5. To apply and evaluate various theories of factor pricing and determine the reward for the various factors of production required as well as employed in the business.

## **REFERENCE BOOKS:**

1. Crag W. Paterson, W. Cris Lewis, and Sudhir K. Jain, Managerial Economics, PHI Learning /Pearson, NewDelhi, 2004.
2. Goel Dean, Managerial Economics
3. GS Gupta, Managerial Economics, 2nd Edition, Tata McGraw-Hill Punlishing Co. Ltd., New Delhi, 2011
4. Dominique Salvatore, Managerial Economics in a Global Ecomomy, 4th ed., Cengage Learning, 2006
5. DN Dwivedi, Managerial Economics, 4th ed., Vikas Publishing House, New Delhi, 2006
6. Koutsoyiannis A., Modern Micro Economics, MacMillan, 2000
7. Paul Samuelson and Nordhaus, Economics, 19th ed. Tata McGraw-Hill, New Delhi

## QUANTITATIVE TECHNIQUES

**COURSE CODE -FTM-105**

**CREDIT-03**

**Unit I:**

Linear Programming: Formulation, Graphical method, Duality, simplex method and sensitivity analysis using Excel solver.

**Unit II:**

Transportation Problems: Formulation, Initial transportation cost using North-West Corner Rule ,Least cost method, Vogel's Approximation method. Optimal solution using MODI's method.

Travelling Salesman Problem, Special cases of transportation- Unbalanced problem, Degeneracy

**Unit III:**

Assignment problems: Formulation, Hungarian Method, Special cases in assignment problems:-Unbalanced problems, maximization objective and multiple optimal solutions.

**Unit IV:**

Queuing Theory and Markov Chain: Basic structure of a Queuing system, Calling population, Arrival parameters, Queue parameters, System structure, Service parameters, Performance metrics, Basic concepts and M/M/1 model, operating characteristics, Cost Analysis behavior. Markov Chains Analysis.

**Unit V:**

Theory of Games and Simulation: Game with Pure Strategies, Game with Mixed Strategies ,Dominance Rule and Graphical Method. Introduction to simulation, process of simulation, Monte Carlo simulation.

**COURSE OUTCOMES:**

1. To analyze and evaluate advanced analytical techniques to make better decisions and to solve problems.
2. To apply the knowledge to arrive at an optimal or near optimal solutions to complex decision making problems & to Take decisions under uncertainty.
3. To translate real world problem, given in words, in to a mathematical formulation..
4. To use the relevant mathematical models to make optimal decisions under conditions of certainty, risk and uncertainty.
5. To gain Knowledge of a scientific approach to solve managerial problems manually as well as using EXCEL solver to aid decision making under various operational constraints in an organization and interpret the results.

**REFERENCE BOOKS:**

1. Taha, Hamdy ;Operations Research: An Introduction, Pearson Education
2. Mahadevan,B; Operations Management: Theory & Practice, Pearson Education
3. Sharma J.K., Operations Research; Theory and Applications, Macmillan India Ltd
4. Kapoor V.K.; Operations Research Techniques for Management, Sultan Chand & Sons
5. Swarup K., Gupta P.K., Manmohan; Operations Research ,Sultan Chand & Sons

## **OPERATIONS MANAGEMENT**

**COURSE CODE -FTM-106**

**CREDIT-03**

### **UNIT I**

Introduction to Operations Management, Operations management – Meaning, Objectives and Functions; Operation strategy – Strategic decisions in operations; Process planning – Steps and Classifications of manufacturing systems; Make or Buy decisions (Numerical); Forecasting – Types and Methods (Numerical)

### **UNIT II**

Capacity, Location and Layout planning, Capacity planning – Framework and Types; Location Planning – Location Decision Factors and Planning methods (Numerical); Layout planning – Planning and Principles of Layout, Classification of Plant Layout; Production Planning and Control – Functions, Sequencing and Scheduling (Numerical); Manufacturing Resource Planning.

### **UNIT III**

Supply chain, Purchase and Stores Management Supply Chain Management – Strategy, Design and Integration, Vendor Selection Criteria and Rating (Numerical); Materials Requirement Planning (MRP I) – Planning Elements and Inputs (Numerical); Purchase Management – Principles, Process and Types of Purchasing Systems; Stores Management – Functions, Location, Layout and Accounting Procedures.

### **UNIT IV**

Inventory Management and Work study Inventory Management – Meaning, Types, Costs and Models – Purchasing Model without and with Shortages, Manufacturing Model without and with Shortages (Numerical), Selective Inventory Controlling Techniques (Numerical); Work study – Method study – Steps and Recording Techniques, Work Measurement (Time study) – Steps, Techniques and Estimation of Standard time (Numerical)

### **UNIT V**

Quality, Maintenance and Project Management Quality Management – Concepts, Cost of quality, Dimensions, Tools, Statistical Quality Control charts –  $\bar{X}$  and Range, c chart and p chart (Numerical); Maintenance Management – Functions, Objectives, Types of plant maintenance, Cost balance, Types of failures, Individual and group machine replacements (Numerical); Project Management – Meaning, Phases / Framework, Roles and Responsibilities of Project manager.

**COURSE OUTCOMES:**

1. Critical understanding of an integrated and structured approach to planning and decision making for a competitive advantage through operational excellence..
2. Understand operations strategy and competitiveness, Understand facility location and layout Know capacity planning.
3. Appreciation of the role of operational management functions ,recognize its interfaces with other functional areas and with its external environment.
4. Describe operations management, its scope and activities and the decision involved in designing and controlling the operations system.
5. Apply selected quantitative tools, techniques and models in the analysis of decisions for the designing, planning and controlling of operation systems and basic knowledge of problem solving techniques in the field of Operation Management.

**REFERENCE BOOKS:**

1. Dobler, D.W. And Burt D,N ,, Purchasing And Supply Management Text And Cases“ 6th Edition, Mc. Graw- Hill
2. Jessop, David And Morrison, Alex, ,,Storage And Supply Of Materials“ 6th Edition Pitman
3. Wlld, Ray (1995),“ Production And Operation Management“ 5th Edition, Cassell.
4. Chase. Richard B. Aquilano. Nicolas J And Jacobs. Robert F (1998) ,, Production And Operation Management- Manufacturing And Services“ 8th Edition, Irwin Mcgraw- Hill ,Bailey, P And Farmer, D, ,,Purchasing Principle And Management, West Publishing.

## **INDUCTION PROGRAMME**

**COURSE CODE -FTM-107**

**CREDIT-0**

The term induction is generally used to describe the whole process whereby the in-cunts adjust to or acclimatize to their new roles and environment. In other words, it is a well planned event to educate the new entrants about the environment in a particular institution, and connect them with the people in it. Student Induction Program engages with the new students as soon as they come into the institution; regular classes start only after that. At the start of the induction, the in cunts learn about the institutional policies, processes, practices, culture and values, and their mentor groups are formed. Then the different activities start, including those which are daily.

Here is a list of activities:

- Physical Activity
- Creative Arts and Culture
- Mentoring & Universal Human Values
- Familiarization with College, Dept./Branch
- Literary Activity
- Proficiency Modules
- Lectures & Workshops by Eminent People
- Visits in Local Area
- Extra-Curricular Activities in College
- Feedback and Report on the Program

The time during the Induction Program is also used to rectify some critical lacunas, for example, English background, for those students who have deficiency in it. These are included under Proficiency Modules. There will be a 3-week long induction program for the UG students entering the institution, right at the start. Normal classes start only after the induction program is over. Its purpose is to make the students feel comfortable in their new environment, open them up, set a healthy daily routine, create bonding in the batch as well as between faculty and students, develop awareness, sensitivity and understanding of the self, people around them, society at large, and nature.

## 2nd Trimester

<b>Sl. No</b>	<b>CODE NO</b>	<b>COURSE TITLE</b>	<b>STRUC-CODE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>No of Sessions</b>
1	STM-201	Human Resource Management	PC	3	0	0	3	40
2	STM-202	Corporate Finance	PC	3	0	0	3	40
3	STM-203	Marketing Management	PC	3	0	0	3	40
4	STM-204	Business Statistics & Analysis for decision making	FC	3	0	0	3	40
5	STM-205	Legal & Business Environment	FC	3	0	0	3	40
6	STM-206	Computer Application For Business	FC	2	0	1	3	40
7	STM-207	Personality Development.		-	-	-	-	-
		<b>Total</b>		17	0	1	18	240

## **HUMAN RESOURCES MANAGEMENT**

**COURSE CODE –STM-201**

**CREDIT-03**

### **Unit-1**

Introduction to HR, HR as a Factor of Competitive Advantage, Line and staff responsibility of HR Managers, Human Resource Planning, Recruitment & Selection process,

### **Unit-2**

HRD, Training need analysis, Delivery Methodology Evaluation, Capacity Building and its key elements

### **Unit-3**

Performance Appraisal-methods, Limitations and problems, ethics, Potential Appraisals Compensation

### **Unit-4**

Management-job evaluation, wage/ salary fixation, incentives, bonus, ESOPs Fringe Benefits, Career, Planning & Development,

### **Unit-5**

Employee Separations, Downsizing & Out placement, HRIS, Fundamentals of Industrial Relations and Fundamentals of Labour Laws.

### **COURSE OUTCOMES:**

1. To develop the understanding of the concept of human resource management and to understand its relevance in organizations.
2. To analyze the strategic issues and strategies required to select and develop manpower resources.
3. To develop necessary skill set for application of various HR issues.
4. To integrate the knowledge of HR concepts to take correct business decisions.
5. Record governmental regulations affecting employees and employers.

### **REFERENCE BOOKS:**

1. John. M. Ivancevich, Human Resource Management, 7th ed., 1998
2. Dessler : Human Resource Management, 9th ed. 1998
3. Edwin B. Personnel Management, 1998
4. Lloyd L. Bayers and Leslie W. Rue: Human Resource Management, 1997
5. Margaret Attwood and Stuart Dim Mock : Personnel management, 1999
6. Margaret Foot Caroline Hook : Introducing Human Resource Management 1998



## **CORPORATE FINANCE**

**COURSE CODE –STM-202**

**CREDIT-03**

### **UNIT I**

Meaning, Nature, Scope and Objectives of Financial Management -Role of Financial Manager. Time value of Money - Risk-Return,relationship - Sources of finance.

### **UNIT II**

Capital Budgeting: Definition-Concept – importance – Factors affecting capital Investment decisions- methods of appraisal – Capital Rationing - Risk analysis in Capital Budgeting (Probability and Decision Tree Analysis).

### **UNIT III**

Cost of Capital: Definition- Computation for each source of finance and weighted average Cost of capital. Leverages - Operating leverage- Financial leverage - Composite leverage.

### **UNIT IV**

Capital Structure: Meaning – Importance –Optimal capital structure -Theories of capital structure- Factors determining the capital structure, Dividend Policy: Dividend Decision and valuation of Firms–Determinants of Divided Policy- Types of Dividend policy – Forms of dived end.

### **UNIT V**

Working Capital Management: Definition and Concept of working capital- Kinds and importance of working capital- Factors affecting Working Capital requirements – Management of working capital -Forecasting Working Capital requirements - Cash Management -Receivables Management - Inventory Management.

## **COURSE OUTCOMES**

1. To learn the financial tools needed to make good business decisions.
2. To enable the basic insights of corporate finance theory.
3. To emphasize the application of theory to real business.
4. To know about capital structure important optimal theories of capital structure dividend policy.
5. To gather Working Capital Management, importance of working capital, Factors affecting Working Capital, Inventory Management.

## **REFERENCE BOOKS:**

1. M.Y.Khan, P.K.Jain, "Financial Management, Text, problems and cases", 6th Edition, 2008, Tata Mcgraw -Hill publishing company Limited, New Delhi.
2. I.M.Pandey, "Financial Management", 9th Edition, 2006, Vikash Publishing House Pvt Ltd., New Delhi.
3. Shashi K.Gupta, R.K.Sharma, "Financial Management Theory and Practice", 5th revised enlarged Edition, 2006, Kalyani Publishers, New Delhi.
4. Dr.S.N.Maheshwari, "Financial Management Principles and Practice", 1st Edition, 2005, Sultan Chan & Sons, New Delhi.
5. Prasanna Chandra, "Financial Management–Theory & Practice", 7th Edition, 2004, Tata McGrawHill, New Delhi.

## MARKETING MANAGEMENT

**COURSE CODE –STM-203**

**CREDIT-03**

**Unit 1:** Marketing Concept

- (a) Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; The emerging role of marketing; Marketing Mix.
- (b) Marketing Environment: Concept; Need for Study; Key Elements and their Impact on Marketing Decisions.

**Unit 2:**

- (a) Consumer Behavior Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behavior; Determinants of Consumer Behavior; Theories of Consumer Behavior; Various Buying Roles in Family; Types of Buying Behavior; Consumer Decision-Making Process in Buying.
- (b) Market Segmentation: Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market Selection Strategies; Positioning, Consumer and Industrial Market.

**Unit 3:** Product Decisions Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; Adoption Process. Product Extension Strategies

**Unit4:** (a) Price Decisions, Pricing as a Marketing Variable & its Role and Importance, Price vs. Non-Price Competition; Factors Influencing Price Determination, Price Setting in Practice; Price Policies and Strategies.

**Unit 5:** (a) Promotion Decisions: Nature; Objectives and Importance of Promotion; Communication Process; Promotion Mix and Methods ;Advertising; Personal Selling; Public Relations and Sales Promotion.

## **COURSE OUTCOMES**

1. To introduce the student to the building blocks of marketing.
2. To understand consumer behavior through market research and estimate demand.
3. To segment markets, design products and services, strategize competition, through packaging and labeling product options.
4. To select right pricing strategies across intermediaries catering different markets through wholesaling and retailing.
5. To integrate different promotional strategies across the spectrum of marketing platforms offered online and offline.

## **REFERENCE BOOKS:**

1. Philip Kotler and Gary Armstrong: Principles of Marketing, Prentice hall New Delhi
2. Philip Kotler, Marketing Management, Analysis, Planning, Implementation & Control, PHI New Delhi
3. VS Ramaswamy & S Namakumari, Marketing Management, MacMillan India New Delhi
4. Stanton, J Shallian, and Futrell Charles: Fundamentals of Marketing, Mc Graw hill New York
5. Rajan Saxena, Marketing Management, 3 edition, Tata McGraw Hill, New Delhi, 2009

## **BUSINESS STATISTICS & ANALYSIS FOR DECISION MAKING**

**COURSE CODE -STM-204**

**CREDIT-03**

### **Unit I:**

Sampling and Sampling distribution: Introduction, Purpose of sampling, Principles of sampling, Methods of sampling, Random sampling method - Simple random sampling, Methods of obtaining a simple random sample, Stratified sampling, Systematic sampling, Multi-stage sampling. Nonrandom sampling - Judgment sampling, Quota sampling, Conveyance sampling. Size of sample, Merits of sampling method. Sampling and non-sampling errors, Sampling Distribution, Central Limit Theorem.

### **Unit II:**

**Statistical Inference: Estimation for single and two populations:** Introduction, Properties of good estimators, Types of estimates - Confidence limits for population mean, Confidence limits for population proportion, Confidence limits for difference of two means, Confidence limits for difference of two proportions. Determination of proper sample size.

### **Unit III:**

**Hypothesis Testing : Procedure of hypothesis testing:** Type 1 and Type II Error, One tailed and two tailed Tests ; Test of hypothesis concerning large samples - Testing hypothesis about the difference between two means- z test, Testing hypothesis about a Population Proportion, Testing hypothesis about the difference between two Proportion, Hypothesis testing about two population variances-F Test , Small Sample Theory – t test, Properties of  $t$  distribution, Testing hypothesis about the difference between two means, Difference between two related populations. Overview of ANOVAs.

### **Unit IV:**

Non-parametric Test: Chi – square test on Goodness of fit Introduction, Chi- Square distribution, Important properties of Chi-square distribution, Chi- Square Test of Independence, Chi- Square Test of Homogeneity, Chi-Square Goodness of fit test, Conditions for the application of Chi-square, Use of the Chi-square Table.

### **Unit V:**

**Correlation, Regression and Time series :**Correlation – meaning and uses, types of correlation, Karl Pearson coefficient of correlation, rank correlation coefficient, when ranks are not given, equal rank ; Regression Analysis – meaning and uses, methods of studying regression- methods of least square, method of deviation from mean, standard error and estimate; Time Series Analysis –Introduction, component of time series, identification of trend, Moving Average method.

## **COURSE OUTCOMES**

1. Exposure to a variety of statistical techniques for dealing with the challenges presented by data, basic concepts in statistics and their applications.
2. To formulate and use appropriate models of data analysis to find feasible solution for business-related problems.
3. To stress on conceptual understanding and facilitates to use, apply and analyze data and draw inferences from statistical outputs in to managerial recommendations.
4. To focus on the application of statistical techniques such as sampling methods, hypothesis testing & interpretation of results using techniques.
5. To develop skills in structuring and analyzing business problems statistically and creating an in depth insight into the applications of quantitative management techniques using excel.

## **REFERENCE BOOKS:**

1. Sharma J.K., Business Statistics, Pearson Education India
2. N.D. Vohra: Business Statistics, McGraw Hill
3. Bajpai, N. Business Statistics, Pearson Education India
4. Render ;Barry, Ralph M Stair Jr and Michael E Hanna, Quantitative Analysis for Management, 8th Ed., Prentice Hall ,New Delhi
5. Anderson; David R, Dennis J. Sweeney and Thomas A. Williams, Quantitative Methods for Business, Prentice-Hall, West Publishing Company
6. Srivastava, U. K.; G. V. Shenoy and S. C. Sharma Quantitative Techniques for Managerial Decisions, Prentice-Hall, New Age International P(Ltd) Publishers
7. Gupta S.C., Fundamental of Statistics, Himalaya Publishing House
8. Sancheti, D.C. and V. K. Kapoor: Business Mathematics, Sultan Chand & Sons
9. Richard I Levin, David S. Rubin: Statistics for Management, Pearson Prentice Hall Education Inc Ltd.

## **LEGAL AND BUSINESS ENVIRONMENT (MICRO & MACRO)**

**COURSE CODE -STM -205**

**CREDIT-03**

**UNIT-I** Legal Aspect of Business: Introduction to Business Laws- Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; Manager and Legal System;

**UNIT-II** Fundamentals of contract laws-Formation of Contracts;-Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract- breach of contract-Quasi contracts-Contract Management-Special Contracts-Laws of Agency;

**UNIT-III** Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity-Sales of Goods- Principles of Sales of Goods

**UNIT -IV** Transfer of Ownership& Property-Performance of contract-Consumer Protection Laws-Law relating to Business Organizations-Partnership Trusts

**UNIT-V** Company form of organization Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications-Alternate Dispute resolutions.

### **COURSE OUTCOMES**

1. To identify the significant place of legal system in the micro and macro environment of business
2. To describe the salient provisions relating to Indian contract act, Sale of Goods Act, IPR, Companies Act, and other acts relating to public interest.
3. To keep familiarity with the precaution to be taken by them as managers when they enter into business relationships with their suppliers, customers or other third parties.
4. To know the Performance of contract-Consumer Protection, Partnership Trusts.
5. Students can able to learn, Company form of organization, IPR.

### **REFERENCE BOOKS:**

- 1 Sundaram & Black: International Business Environment Text and Cases, PHI, 2009
- 2 Avid W. Conklin, Cases in Environment of Business, Sage Response Books.2007
- 3 Czinkota, Ronkainen, Moffett, International Business, Cengage, 2008
- 4 Daniels, Globalization &Business, PHI Learning
- 5 Tamer Cavusgil-International Business-(Indian Reprint) Pearson
- 6 Mandal, SK Ethics in Business and Corporate Governance 1e2010Tata McGraw Hill

## **COMPUTER APPLICATION IN BUSINESS**

**COURSE CODE - STM-206**

**CREDIT-03**

**Unit 1** (a) Concept of Computers: Brief History of Computers, Generation and its Evolution, Characteristics of Computers (Hardware, Software), Criteria for using the Computers, Organizations and Functions of Computers, Advantages and Disadvantages of Computers, Main Areas of Computers and their Applications.

(b) Types of Computers: Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini – Computers, Main-frame Computer, and Super Computers.

**Unit 2** (a) Input-Output Devices: Storage Units (Disks, CD-ROM, DVD–RO Magnetic tapes), Memory Types (Cache, RAM, ROM)(b) Data and Information Concepts:

Definition, Meaning and concept of data and information, methods of data processing, data mining and warehousing.

(c) Data Communication: Operating Systems Concepts, Fundamentals of Data Communication; Network Concepts and Classification; Introduction to the internet and its applications.

**Unit 3** – MS Window

MS Windows, MS Office (MS Word, PowerPoint, Excel, Access, and Outlook)

**Unit-4:** MS Power Point: Introduction–Toolbar, their Icons and Commands– Navigating in Power point–Creation of slides, animation, and templates–Designing Presentations–Slide show controls–Making notes on Pages and Handouts–Printing Presentations–Customizing Presentations–Auto content Wizard.

**Unit-5:** Computer Networks: Overview of a Network– Communication processors– Communications Media–Types of Network–Network Topologies- Network protocols– Network Architecture.



## **COURSE OUTCOMES**

1. To apply various terminologies used in the operation of computer systems in a business environment..
2. To facilitate a knowledge about application of IT in education, commerce, business & industry
3. To enable students to master in MS word, MS Excel & MS Power point.
4. To provide knowledge about hardware & software
5. To Accomplish projects utilizing business theories, internet resources & computer technology.

## **REFERENCE BOOKS:**

1. Computer Fundamentals by Pradeep K. Sinha & Priti Sinha Lucas Jr. H C, Information Technology for Management, Mc Graw Hill, New York, 1997
2. Kenneth C. Laudon and Jane P. Laudon (2004), Management Information Systems, 8/E, Pearson Education
3. James A.O. Brien (200), Management Information Systems. 5/E, Tata Mcgraw-Hill.
4. Saxena S, First Course in Computers; Vikas Publication, New Delhi, 2003
5. Leanon, Alexis & Mathews- Information Technology, Vikas Publications, 2006
6. Sinha, P K-Fundamentals of Computers, BPB Publications, New Delhi, 2011

## **PERSONALITY DEVELOPMENT LAB.**

**COURSE CODE -STM-207**

**CREDIT-0**

Emphasis to be laid on the following aspects in the lab activities:

1. What and why of personality development
2. Components : Physical appearance, confidence, voice; Communication style; Dressing and Grooming for success.
3. Introductions, Greetings, and the Art of Conversation.
4. Office Etiquette and Travel Etiquette.
5. Time Management Skills : Assessment of the present level of time use; Awareness of major time-wasters; Practice of better time management techniques.
6. Self-concept; Self-awareness through SWOT analysis; Impression Management.
7. Expectation Management and Sustainability on the job : Awareness Raising through Case Studies.
8. Taking an On-line Aptitude Test in English
9. Group Discussion Practice
10. Facing Job Interviews.

### 3<sup>rd</sup> Trimester

Sl. No	CODE NO	COURSE TITLE	STRU C-CODE	L	T	P	C	No of Sessions
1	TTM-301	Indian Ethos & Business Ethics	FC	3	0	0	3	40
2	TTM-302	Marketing Research	PC	3	0	0	3	40
3	TTM-303	Corporate strategy	PC	3	0	0	3	40
4	TTM-304	Indian Economy & Policy	FC	3	0	0	3	40
5	TTM-305	Project Management	PC	3	0	0	3	40
6	TTM-306	Organization Design	PC	3	0	0	3	40
7	TTM-307	Constitution of India		-	-	-	-	-
		<b>Total</b>		18	0	0	18	240

## **INDIAN ETHOS AND BUSINESS ETHICS**

**COURSE CODE - TTM-301**

**CREDIT-03**

### **Unit – 1:**

INDIAN ETHOS AND VALUES: Model of management in the Indian socio-political environment ñ Indian work ethos Indian heritage in production and consumption ñ Indian perspective of values for managers ñ Secular Vs. Spiritual values in management

### **Unit – 2:**

#### **INTRODUCTION TO BUSINESS ETHICS**

Definition of Ethics and Business Ethics Importance of Business Ethics Causal chains in business ethics Ethical Dilemma, Ethical Relativism, Ethical Gap Factors affecting the business ethics :Economics, Law, Environment, Technology, Development, High Finance, Human Resource, Consumers, Caste and Gender.

### **Unit – 3**

#### **APPROACHES AND PROCESS OF ETHICAL DECISION-MAKING**

Approaches: Consequential list theories, Deontological theories, and Virtue ethics approach Process of ethical decision-making in business ñ Individual differences and ethical judgement – Cognitive barriers to a good ethical judgement ñ Whistle Blowing.

### **Unit – 4**

ETHICS MANAGEMENT-Role of organizational culture in ethics Structure of ethics management: Ethics Committee, Ethics Officers, and the CEO Communicating ethics: Communication Principles, Channels, Training programmes, and evaluation Ethical Audit Corporate Governance and ethical responsibility Transparency International and other ethical bodies.

### **Unit – 5**

Indian Systems of Learning: Meaning, Mechanisms: Gurukul System of Learning: Meaning, Features, Advantages, Disadvantages .Modern System of Learning: Meaning, Features, Advantages, Disadvantages. Karma: Meaning, Importance of Karma to Managers, Nishkama Karma. Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection. Corporate Karma: Meaning, Methodology, Guidelines for Good Corporate Karma. Self-management: Personal Growth and Lessons from Ancient Indian Education System. Personality Development: Meaning, Determinants, Indian Ethos and Personality Development.

## **COURSE OUTCOMES**

1. To create a mindset of value system to inherent ethical principles of business.
2. To sensitize the students to their ethical standards.
3. To expose to an ethical problems and issues in various situations.
4. To produce a balance, pleasant, flexible and effective managers in today's liberalized and democratic ambience.
5. To sensitize students of this course to Indian culture and value systems and the impact of this on management thinking and action.

## **REFERENCE BOOKS:**

1. Chakraborty, S.K., Foundation of Managerial Work- Contributions from Indian Thought, HPH,1998
2. Drucker, P., Managing in Turbulent Times, Pan books, London, 1983.
3. Kumar, S. and Uberoi, N.K, Managing Secularism in the New Millennium, Excel Books, 2000.
4. Griffith, B., The marriage of east and west, Colling, 1985
5. Gandhi, M.K., The story of my experiment with Truth, Navjivan Publishing House,Ahmedabad, 1972
6. Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press,Delhi, 1995
7. Trevino and Nelson, Managing Business Ethics, John Wiley and Sons, 1995.

## MARKETING RESEARCH

**COURSE CODE - TTM-302**

**CREDIT-03**

- Unit 1** – Introduction, Importance and Role of research in Marketing ;the marketing research industry; Approaches to Marketing intelligence.; Types of Market research; research approaches; significance of Market research; Market research process; criteria of good marketing research; problems encountered by marketing research in India.
- Unit 2-** Marketing Research Design; Research design- Pre-test; Post-test; Control group and Solomon four-group design; Causal Research; Observation techniques; experiments and test markets.
- Unit 3-** Data Collection; Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques; sampling design; Sampling procedure; types of sampling; Sample size determination.
- Unit 4-** Data Analysis and Interpretation; Analyzing qualitative data collected through interviews and; Open-ended questions –; salient features of different methods; Non-parametric tests; One Sample tests; (Kolmogorov-Smirnov One-Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Will coxon Matched-Pairs Signed Rank test); K Sample tests; (Median test; Kruskal-Wallis Test); Multidimensional Scaling; Discriminant analysis.
- Unit 5-** Reporting the Results and; Ethical Issues in Marketing Research; Preparing Marketing research reports and; presentation; written report; format of the report; common problems in preparing reports; the critical nature of the report; Graphical presentation of reports.; Ethical Issues; Ethical issues related to clients ,respondents ,sampling, questionnaire design, reporting.

## **COURSE OUTCOMES**

1. To define the probable market for a particular product.
2. To find out general market conditions and tendencies.
3. To assess competitive strengths and policies using SWOT analysis.
4. To indicate the distribution methods best suited to the product and market.
5. To study consumer behavior and get feedback using surveys.

## **REFERENCE BOOKS:**

1. Naresh K Malhotra, Satyabhushan Dash, (2009). Marketing Research- An Applied Orientation, 5/e, Pearson Education, New Delhi.
2. Donald S. Tull, Del I. Hawkins, (2009). Marketing research –Measurement & Method, PHI Private Limited, NewDelhi,;Donald R. Cooper
3. Pamela S Schindler, (2007). Marketing Research-Concepts and Cases. Tata McGraw-Hill Publishing Company Limited, NewDelhi,;
4. Hair, Bush, Ortinau, (2006). Marketing Research, 3/e,Tata McGraw-Hill Publishing Company Limited, NewDelhi,;Nigel Bradley, (2007). Marketing research –Tools and Techniques. Oxford University Press, New Delhi

## CORPORATE STRATEGY

**COURSE CODE - TTM-303**

**CREDIT-03**

**Unit-I:** Strategic Management Inputs; Strategic Management: Definition and Purpose, Developing a Strategic Vision, Mission Statement, Establishing Objectives, Crafting & Executing Strategy. Concept of Strategic Intent, Elements of Strategic Management: Strategic Choices, Strategy in action.

**Unit-II:** Environment Analysis; Strategic Position: Evaluating a Company's External Environment, Relevant components of External Environment, Creating the Environmentally Aware Organization; Industry Analysis- Threats, Industry Competition, Sources of Competition-Competitor Analysis; Porter's Diamond Model, Porter's Five Forces Model; Internal environment, Strategic Capability, Evaluating a Company's Resources and Competitive Position, Value-Chain Analysis, Resources, Capabilities and Core Competencies.

**Unit-III:** Strategic Competitiveness; Business Level Strategy-Creating and Sustaining Competitive Advantages: Strategy and Competitive Advantage, Competitive Strategy in Hypercompetitive Conditions- Industry Life Cycle Stages: Strategic Implications, Tailoring Strategy to Fit Specific Industry and Company Situations-Strategies for Competing in Emerging Industries, High Velocity Markets, Maturing Industries, Stagnant Industries, and Fragmented Industries.

**Unit-IV:** Strategic Alternatives; Corporate Level and International Strategy: Creating Value through Diversification; Related Diversification-Vertical Integration Strategies Unrelated Diversification, Unbundling and Outsourcing Strategies, using Offensive and Defensive Strategies. Outsourcing, Various activities for Outsourcing, Benefits of Outsourcing, Growth Drivers of Outsourcing, Diversification-Merger and Acquisition strategies, Strategic Alliances.

**Unit-V:** Strategic Implementation & Emerging Trends; Strategic Execution, Strategic Control, Corporate Culture, Strategic Leadership, Entrepreneurship, Corporate Governance, Corporate Social Responsibility and Introduction to Sustainable Development and Sustainability Reporting;



## **COURSE OUTCOMES**

1. To expose students to various perspectives and concepts in the field of Strategic Management.
2. To understand the principles of strategy, formulation, implementation and control in organizations.
3. To help students develop skills for applying these concepts to the solution of, business problems.
4. To help students master the analytical tools of strategic management.
5. To Develop and prepare organizational strategies that will be effective for the current business environment.

## **REFERENCE BOOKS:**

1. Exploring Corporate Strategy, Gerry Johnson, Kevan Scholes, Richard Whittington, 2009, Pearson Ed Ltd, United Kingdom, 2nd Ed.
2. Crafting and Executing Strategy Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, McGraw Hill Education Private Limited, New Delhi.
3. Strategic Management Michael Hitt, Ireland, Hoskission, 2010, Cengage Learning, NewDelhi.
4. Strategic Management – Concepts and Cases, Fred R. David, 2010, PHI Learning, New Delhi.
5. Business Policy and Strategic Management (Text and Cases) , Subba Rao, P 2010,

## INDIAN ECONOMY AND POLICY

**COURSE CODE - TTM-304**

**CREDIT-03**

**Unit-I** : Introduction to the course-Colonialism, Colonial rule in Indian economy, types of colonialism in India, Economic impact on colonialism, development of the Indian economy, stages of economic development, De-industrialization of Indian economy, features and importance of decentralization in India.

**Unit-II** : Business enterprises, role of business enterprise, types of business enterprise, Growth and economic reforms, Poverty and Inequality, relationship between economic growth poverty and inequality

**Unit-III** : Introduction to Macroeconomic, difference between micro and macro economics, types and main objectives of macro economics, main focuses of macro economics- Fiscal policy with types and importance, Monetary Policy with ultimate goal and objectives.

**Unit-IV** : Financial sector performance and impending reform, need for financial sector reform, financial sector reforms in India, recent reforms in financial sector, Economic reforms towards more liberalization, economic reforms under liberalization , Agriculture, industry and services

**Unit-V** : Government reforms and the emerging energy, govt. reforms in India, federal government reform, types of reforms, economy environment regulatory framework, regulatory environment, changing nature of regulatory environment.

## **COURSE OUTCOMES**

1. To empower students to acquire decision making ability in various business situations with Indian Economic Policies.
2. To apply economic reasoning in taking investment decisions.
3. To evaluate market analysis and forecast future business commensurate with Indian Economic Planning Goals.
4. To empower the students to understand Indian economic Policy's threats and opportunities in business.
5. To understand the Indian economic policies, Monetary and Fiscal policies.

## **REFERENCE BOOKS:**

1. Sankarganesh Karuppiah, Indian Economy
2. Rajeev Bansal, Indian Economy, SBDP Publication
3. Bimal Jalan, India's Economic Policy
4. Uma Kapila, Indian Economy (Economic Development and Policy)

## PROJECT MANAGEMENT

**COURSE CODE - TTM-305**

**CREDIT-03**

**Unit I:** Introduction: Introduction to Project Management, Characteristics of Project Organization, Choosing an Organizational Form, Project Life Cycle, phases of Project management, Role of a Project Manager. Human aspects in Project Management - Project Leadership, Motivation in Project Management, Communication in the Project Environment, Conflict in Project Management

**Unit II:** Project Planning: Creating the Work Breakdown Structure, Identifying the Tasks and Activities, Estimating Duration and Cost, Manpower Planning, Project Quality Planning, Organization Breakdown Structure (OBS), Cost Breakdown Structure (CBS)

**Unit III:** Project Execution-I: Project Scheduling, Activity Sequencing, Schedule Development, Network diagram – Activity on Arrow (AOA), Activity on Node(AON), Critical Path Method, Types of Floats, ES, LS,EF, LF. Project management software.

**Unit IV:** Project Execution-II: PERT (Programme evaluation & review Techniques) Resource Leveling Schedule Compression Techniques, Crashing of Project Networks with cost trade-off

**Unit V:** Project Monitoring and Control: Project Monitoring and Control- Metrics, Measure Productivity, Taking corrective Actions, Senior Management Review Meetings, Projects Audit and Review. Project Risk- Risk Concepts & identification, Risk Assessment, Risk analysis- Qualitative and Quantitative, Prioritization of Risks Risk Response, Planning Monitoring the Risk,; Project Appraisal Study ;Environmental Analysis, Analysis of Strategic Capabilities, Creativity & Idea generation, Market Appraisal, Technical Appraisal, Social Cost Benefit Appraisal.

Course Objective: The basic objective of the Project Management is to make students aware about the various projects of national and international importance. Under project management, topics like CPM, PERT, network diagram, resource leveling and crashing of the projects are covered. It also helps managers to understand the project appraisal, feasibility analysis and risk analysis.

## **COURSE OUTCOMES**

1. To make students aware about the various projects of national and international importance.
2. It will learn CPM, PERT, network diagram, resource leveling and crashing of the projects, project appraisal, feasibility analysis and risk analysis.
3. It also makes them aware about the multiple risks involved in implementing a project, and how to monitor a project, over come risks.
4. Demonstrate & ability to plan , schedule allocate resources and control the activities of Project.
5. Apply Project Management principles in business situations to optimize resource utilization & time optimization.

## **REFERENCE BOOKS:**

1. PMBoK : Project Management Body of Knowledge
2. Jeffrey K. Pinto, Project Management-Achieving Competitive Advantage, Pearson Education
3. Prasanna Chandra, Projects – Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw-Hill Publishing Company Limited
4. Jack Gido and James P. Clements, Project Management, Cengage Learning India Private Limited
5. Maylor, Harvey. Project Management. Pearson Education

## **ORGANIZATIONAL DESIGN**

**COURSE CODE - TTM-306**

**CREDIT-03**

**UNIT-1 :** Importance of organizational structure Advantages and disadvantages of division of work A chart show of organization, The key considerations in choosing a span of management.

**UNIT-2 :** Differential coordination of differentiation,Three basic approaches to achieving effective coordination,The form of organizational structure is best suited. A custom-made product produced in a stable environment.

**UNIT-3 :** A mass produced product in an unstable environment,The difference between the burns and stalker approach to organizational design,A functional structure and it is different from a product / market structure

**UNIT-4 :** The advantages and disadvantages of product and functional structure A matrix structure be most suitable .Its advantages and disadvantages.

**UNIT-5 :** The term informal organizational structure and its important.The problems might arise in working through a virtual corporation to satisfy organizational goals. Organizational design,Organizational structure, Discuss of work,Departmentalization,Span of management control,Chain of command,Hierarchy,coordination.

## **COURSE OUTCOMES**

1. To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.
2. To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.
3. Enumerate the various factors affecting organizational design & their structural implications for managers.
4. To gain knowledge on the organization life cycle & managing innovation process.
5. The difference between the burns and stalker approach to organizational design, a functional structure and it is different from a product / market structure.

## **REFERENCE BOOKS:**

1. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. UdaiPareek, Understanding Organizational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
3. Fred Luthans, Organizational Behavior, McGraw Hill, 12th Edition, 2013
4. Gareth R.Jones, Organizational Theory, Design & Change, Pearson Education, 6th Edition 2011.
5. Richard L. Daft, Understanding theory & Design of Organizations, Cengage, Western, 10th Edition 2012.

## **CONSTITUTION OF INDIA**

**COURSE CODE - TTM-307**

**CREDIT-0**

Basic features and fundamental principles The Constitution of India is the supreme law of India. Parliament of India cannot make any law which violates the Fundamental Rights enumerated under the Part III of the Constitution. The Parliament of India has been empowered to amend the Constitution under Article 368, however, it cannot use this power to change the “basic structure” of the constitution, which has been ruled and explained by the Supreme Court of India in its historical judgments. The Constitution of India reflects the idea of “Constitutionalism” – a modern and progressive concept historically developed by the thinkers of “liberalism” – an ideology which has been recognized as one of the most popular political ideology and result of historical struggles against arbitrary use of sovereign power by state. The historic revolutions in France, England, America and particularly European Renaissance and Reformation movement have resulted into progressive legal reforms in the form of “constitutionalism” in many countries.

The Constitution of India was made by borrowing models and principles from many countries including United Kingdom and America. The Constitution of India is not only a legal document but it also reflects social, political and economic perspectives of the Indian Society. It reflects India’s legacy of “diversity”. It has been said that Indian constitution reflects ideals of its freedom movement, however, few critics have argued that it does not truly incorporate our own ancient legal heritage and cultural values. No law can be “static” and therefore the Constitution of India has also been amended more than one hundred times. These amendments reflect political, social and economic developments since the year 1950. The Indian judiciary and particularly the Supreme Court of India has played an historic role as the guardian of people. It has been protecting not only basic ideals of the Constitution but also strengthened the same through progressive interpretations of the text of the Constitution. The judicial activism of the Supreme Court of India and its historic contributions has been recognized throughout the world and it gradually made it “as one of the strongest court in the world”.

### **Course content**

1. Meaning of the constitution law and constitutionalism
2. Historical perspective of the Constitution of India
3. Salient features and characteristics of the Constitution of India
4. Scheme of the fundamental rights
5. The scheme of the Fundamental Duties and its legal status
6. The Directive Principles of State Policy – Its importance and implementation
7. Federal structure and distribution of legislative and financial powers between the Union and the States



8. Parliamentary Form of Government in India – The constitution powers and status of the President of India
9. Amendment of the Constitutional Powers and Procedure
10. The historical perspectives of the constitutional amendments in India
11. Emergency Provisions : National Emergency, President Rule, Financial Emergency
12. Local Self Government – Constitutional Scheme in India
13. Scheme of the Fundamental Right to Equality
14. Scheme of the Fundamental Right to certain Freedom under Article 19
15. Scope of the Right to Life and Personal Liberty under Article 21.

#### 4<sup>th</sup> Trimester

Sl. No	CODE NO	COURSE TITLE	STRUC -CODE	L	T	P	C	No of Sessions
1	ES-204	Entrepreneurship	PC	3	0	0	3	40
	SIP-401	Summer Internship	SIP	0	0	0	3	
2	EMIS-205	E-commerce & Digital Markets	FC	3	0	0	3	40
3	EOM-205	Sales & Operation Planning	PC	3	0	0	3	40
	NC-2	NSS/Yoga		-	-	-	-	-
		<b>HR</b>						
4	EHRM-201	Manpower Planning & Selection	PE	3	0	0	3	40
5	EHRM-202	Employee Relations	PE	3	0	0	3	40
6	EHRM-204	Compensation and Benefit Management	PE	3	0	0	3	40
		<b>MARKETING</b>						
7	EMM-201	Consumer Behavior	PE	3	0	0	3	40
8	EMM-206	Integrated Marketing Communication	PE	3	0	0	3	40
9	EMM-209	Service Marketing	PE	3	0	0	3	40
		<b>FINANCE</b>						
10	EF-205	Financial Markets & Service	PE	3	0	0	3	40
11	EF-206	Financial Derivatives	PE	3	0	0	3	40
12	EF-209	Behavioral Finance	PE	3	0	0	3	40
		<b>Total</b>		18	0	0	18	240

## **SALES AND OPERATIONS PLANNING**

**COURSE CODE –EOM-205**

**CREDIT-03**

**Unit I:** Sales and Operations Planning: Definition, Advantages, Inputs, S&OP time horizon, Top down planning, Bottoms up planning, Sales Revenue Planning: New product planning, Sales opportunity planning, Revenue, margin, opportunity planning, Alignment to corporate goals

**Unit II:** Demand forecasting: Demand Forecasting, Demand collaboration (sales, marketing, operations input) Demand shaping (promotions, new product introduction, other events) Consensus forecasting Supply Planning: Capacity planning, Inventory optimization, Material planning, Transportation,

**Unit III:** MRP and MPS, Operations scheduling: Dependent vs Independent Demand, MRP Processing, MRP Planning, Benefits, Requirements, MRP II, ERP, MPS Integration, benefits of MPS process, Rolling Through Time, MPS Stability and Performance Measures, Bill of Materials

**Unit IV:** Profit-based Supply/Demand Planning: Product mix Constraint management What-if analysis, Allocation of demand to supply Consensus

**Unit V:** Management Review: Key Performance Indicator (KPI) measurement, Working capital Gross margin, Inventory turns, Plan vs actual, Forecast errors, Root cause analysis.

### **COURSE OUTCOMES:**

1. To make students understand need for Operations planning and control, Demand Forecasting and its dovetailing with operations planning.
2. The student is able to apply common forecasting techniques for supply chain planning.
3. To understands the dynamic of sales and operations planning (S&OP) .
4. It is able to facilitate such a cross-functional process in manufacturing and service companies.
5. It will master advanced inventory management methods and operations planning principles.

### **REFERENCE BOOKS:**

1. Jump up Ling, R.C. and W.E. Goddard (1992). "Orchestrating Success: Improve Control of the Business with Sales & Operations Planning", Wiley
2. Sales and Operations Planning: The How-to Handbook, 3rd ed. by Thomas F. Wallace and Robert A. Stahl Doc
3. Ptak, Carol & Smith, Chad (2011). Sales and Operations Planning 3rd edition, McGraw Hil

## **ENTREPRENEURSHIP**

**COURSE CODE -ES-204**

**CREDIT-03**

**Unit-1** : Reflection on Entrepreneurs and Entrepreneurship- Entrepreneurial Mindset, Odyssey Plan, Entrepreneurial Mind-set, Traits/Qualities of Entrepreneurs, Entrepreneurship process;

**Unit-2** : Ideas and Opportunities-Business Design and Business Plan, Creativity and Business Ideas, Team building, - Sources of Innovation Creativity and Entrepreneurship; Challenges in managing innovation; Entrepreneurial strategy and Scaling up, Business planning process; Drawing business plan; Business plan failures

**Unit-3** : Legal Aspects of Entrepreneurship, Intellectual Property (IP) Law, Patent, Artistic Work, Trademark.

**Unit-4** : Product Liability & Safety Law, Labour Law, Contract Law, Corporate Law, Taxation Law

**Unit-5** : Getting Support to Getting Started-Failures and Exits-Mastering the B-Plan Pitch, Pitch A Business Idea.

### **COURSE OUTCOMES:**

1. To find out the traits and qualities of Entrepreneurs and Entrepreneurship.
2. To utilize the ideas and planning related to Entrepreneurship.
3. To understand the legal aspects of Entrepreneurship.
4. To analyze the labor laws in Indian context.
5. To define the Plans in business .

### **REFERENCE BOOKS:**

1. Entrepreneurship Management in Practice by Mandeep Singh (Author), SeyedMehdiMousaviDavoudi (Author), KiarashFartash (Author)
2. Entrepreneurship: The Practice and Mindset Heidi M. Neck (Author), Christopher P. Neck (Author), Emma L. Murray (Author)
3. Entrepreneurship 2nd rev ed; by Dr. SuchetaGaubha
4. Entrepreneurship Development Dr. (Prof) NitinZaware Dr. Shilpa R Kankonkar Dr. Yogesh S. Daudkhane)

## **E-COMMERCE AND DIGITAL MARKETS**

**COURSE CODE -EMIS-205**

**CREDIT-03**

### **Unit-1**

Introduction to E-commerce-

- Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce
- Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social
- Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce
- Impact of E-Commerce on Business, Ecommerce in India
- Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education

### **Unit-2**

E-Business & Applications

- E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business
- Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning
- Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.
- Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website

### **Unit-3**

Payment, Security, Privacy & Legal Issues in E-Commerce

- Issues Relating to Privacy and Security in E-Business
- Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.
- Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.
- Types of Transaction Security

### **Unit-4**

Digital Marketing

- Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.
- Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts.

## **Unit-5**

Digital Marketing on various Social Media platforms.

- Online Advertisement, Online Marketing Research, Online PR
- Web Analytics
- Latest developments and Strategies in Digital Marketing.

### **COURSE OUTCOMES:**

1. To understand the foundation of E- commerce.
2. To know how prepare e-business plan and to address e- commerce related issues.
3. To gain insides on business incubators
4. To design and develop e- marketing strategies and digital payment system.
5. To understand e- marketing tools and e-business entrepreneurships.

### **REFERENCE BOOKS:**

1. Drop-shipping E-commerce Business Model 2019: Steven Sparrow
2. Electronic Commerce: Gray P. Schneider
3. E-Commerce Website Optimization: Dan Croxen-John, Johann van Tonder
4. Electronics Commerce –Technologies and Applications: Bhaskar Bharat, TMH
5. Frontiers of Electronic Commerce: Kalakota ,Whinston, Pearson Education
6. E-Commerce : Strategy Technologies and Applications: Whiteley, David, TMH

## (HUMAN RESOURCE)

### MANPOWER PLANNING & SELECTION

**COURSE CODE- EHRM-201**

**CREDIT--03**

**Unit – I :** Human Resource Planning; Macro level scenario of manpower planning, setting up of objectives ,organizing planning concept, process of manpower planning. Demand and Supply Forecasting; analyzing Jobs and Work; Types of Employment.

**Unit – II :** The Recruitment Process; Advertising for Recruitment; Issues in Recruitment; Screening Applications; Measuring and Interpreting Individual Differences; Creating Psychometric Tests, Validation of Measurement; Using Psychometric Tests.

**Unit – III :** Conducting Interviews, Types of Interviews, Group Discussions; Decision Making for Selection; Managerial Selection; New Tools for Recruitment.

**Unit – IV :** Recruitment and Selection: Linking with other HRM Systems; Selecting Expatriates; Use of Technology in Recruitment and Selection; Communicating the Decision; Induction and Socialization; Internal Selection; Designing Systems, Administering and Evaluating the system; Ethical Issues; Present Trends in Recruitment and Selection.

#### **COURSE OUTCOMES:**

1. To understand the role of manpower planning in an organization To be aware of emerging trends.
2. To know the approaches to Man Power Planning at Macro Level.
3. To understand Man Power Planning at Macro Level.
4. To learn the strategies for making manpower planning effective.
5. To be aware of emerging trends & Issues of Manpower Planning.

#### **REFERENCE BOOKS:**

1. Dessler Gary & V. Biju, Human Resource Management, Pearson Education,
2. Roberts. Gareth, “Recruitment & Selection- A competency approach”, Chartered Institute of Personnel & Development, London
3. Billsberry Jon, Experiencing Recruitment & selection, Wiley Publications
4. Cooper Dominic, Robertson T Ivan & Tinline Gordon, Recruitment & Selection –A framework for success, Thomson Publications, London

## **EMPLOYEE RELATIONS**

**COURSE CODE -EHRM-202**

**CREDIT-03**

**Unit-1 :** Collective Bargaining Forms of Collective Bargaining, Essential Pre-Requisites for Collective Bargaining Collective Bargaining, Bi-partite & Tri-partite Agreement, Recent Trends in Industrial Disputes-Lay off, Termination Retrenchment, closures, VRS.

**Unit-2 :** Trade Unions, Concepts, Evolution, Problems of trade unions in India, Recognition, The Trade Unions Act, 1926. Emerging role of trade unions in India

**Unit-3 :** Grievances and redressal mechanisms, Code of discipline in industries, Grievances and Grievance handling Procedure. Industrial Disputes: causes, Strikes and Lockouts. Preventive Machinery of Industrial Disputes: Schemes of Workers Participation in Management- Works Committee,

**Unit-4 :** Standing orders, Settlements Managing foreign nationals in Indian organizations

**Unit-5 :** Industrial Acts -Industrial Disputes Act 1947, Payment of Gratuity Act 1982, ESI Act 1948. Role of Indian Labour Laws and International bodies such as ILO-Social Audit

### **COURSE OUTCOMES:**

1. To familiarize with the role of management and trade unions in the promotions of industrial relations.
2. Examine the labour relation issues and its management.
3. To acquire skills in handling employer-employee relation.
4. To gain knowledge about industrial disputes.
5. To understand the effective implementation of industrial acts.

### **REFERENCE BOOKS:**

1. NandkarniLaxmi-(1998) Sociology of Industrial Workers, Jaipur,Rawat
2. Schneider Eugene-(1979) Industrial Sociology,NewDelhi,Tata Mac Graw Hills
3. Seth,N.R.(ed)-(1982)Industrial Sociology in India,Kolkata,Allied Publishers
4. Ramaswamy,E.A,-(1988)Industry and Labour,NewDelhi,OUP
5. Ramaswamy,E.A,-(1978)Industrial Revolution in India,New Delhi



## **COMPENSATION AND BENEFITS MANAGEMENT**

**COURSE CODE -EHRM-209**

**CREDIT -03**

**Unit I:** Compensation & Rewards: Concepts, Objectives & Dimensions of Compensation, Components of Compensation Plan, Factor influencing Compensation plan, Importance of an Ideal Compensation Plan, Compensation Management Process.

**Unit II:** Compensation Structure: Job Evaluation: Aspects, Objective, Principles, Procedure & Methods, Designing a Compensation System, Establishing a Pay Structure, Designing Pay levels, Mix and structure, Graded Pay Structures, Broad-banding.

**Unit III:** Wages and Salary Administration: Principles of wage and salary administration, Basic Wage Plans, Wage Policy, Pay Policies Considerations, Wage differentials. Theories of Wages: Economic, Behavioral.

**Unit IV:** Incentive Schemes: Nature, Importance and drawbacks of Incentive payments, Prerequisites for an efficient system, Types of Incentive Schemes, Performance linked Compensation Reasons, types of performance based compensation schemes, Variable Performance Linked Pay (VPLP), Employee Stock Option Plan (ESOP); Economic Value Added (EVA).

**Unit V:** Employee Benefits & Services: Overview, Types of Employee Benefits and Services, Principle of Fringe Benefits, different steps in administration of benefits and services, future of fringe benefits; Executive Remuneration: Elements, Executive compensation strategies, trends of Executive remuneration; Preparation of Salary sheet using Microsoft Excel. Emerging trends & challenges of Remuneration. Remuneration Model, Compensation strategies.

### **COURSE OUTCOMES:**

1. Students will be able to learn about compensation and reward objective Dimensions of Compensation, Factor influencing Compensation plan.
2. To identify the internal and external environmental factors that have an impact on the pay structure of an organization and demonstrate.
3. Students able to know Compensation structure job evaluation design a compensation system, designing pay level.
4. To have knowledge on employee benefits and services, Principle of fringe benefits compensation strategy .
5. Students will be able to learn about Variable Performance Linked Pay (VPLP), Employee Stock Option Plan (ESOP); Economic Value Added (EVA).

### **REFERENCE BOOKS:**

1. Singh, B.D., Compensation and Reward Management, 1st ed Excel Books, New Delhi.
2. Singh Soni Shyam, Compensation Management. 1st ed. Excel Books
3. Henderson, R.O., Compensation Management in a knowledge -Based world, 10th Pearson Education.
4. Armstrong, M and Murlis H, Reward Management: A Handbook of Remuneration Strategy and Practice, 5th ed. Kogan Page.

## (MARKETING )

### CONSUMER BEHAVIOUR

**COURSE CODE - EMM-201**

**CREDIT-03**

**UNIT -1 :** Concept of Consumer Behavior Consumer behavior in marketing – types, patterns and segmentation Market opportunity identification – market analysis and evaluation Analysis of consumer behavior

**UNIT – 2 :** Perception influences consumer’s buying behavior Perspectives of consumer behavior Importance of learning in consumer behavior Motivation and values, Personality and attitudes and persuasion of customers

**UNIT – 3 :** Decision making of buying and disposing Concept and theories of consumer behavior Groups and consumer behavior towards product and services Consumer behavior within organizational and institutional framework Influence of consumer behavior on organization Institutional buyers and their behavior

**UNIT – 4 :** Culture and consumer behavior - Impact of culture on buying behavior of consumer Cultural factors affecting buying patterns of consumer behavior on network era Buying pattern of consumer in digital age

**UNIT – 5 :** Alternative views on consumer behavior Rational behavior of consumer Marketing ethics of consumer behavior Influence of ethics on consumer behavior Importance of marketing ethics Ethical issues in marketing and consumer behavior

#### **COURSE OUTCOMES:**

1. Identify the opportunities in market analysis, evaluation and its influence on consumer behavior.
2. Enables the consumer to find out different pattern of buying behavior.
3. Establish the relevance of consumer behavior theories and concepts to marketing decisions.
4. Recognize social and ethical implications of marketing actions on consumer behavior .
5. Networking Era of marketing influences on consumer buying behavior.

#### **REFERENCE BOOKS:**

1. Blackwell, D. R., Miniard, P.W., and Engel, J.F., 2012, Consumer Behavior, Cengage Learning, New Delhi.
2. Henry A., 2005, Consumer Behavior, Cengage Learning, New Delhi.
3. Majumdar, R., 2010. Consumer behavior: Insights from Indian market. PHI Learning Pvt. Ltd., New Delhi.
4. Peter, J.P., Olson, J.C. and Grunert, K.G., 1999. Consumer behavior and marketing strategy (pp. 329-48). London: McGraw-Hill.
5. Schiffman, L.G; Wisenblit, J; & Kumar, R. S., 2019, Consumer Behavior, Pearson Education

## **INTEGRATED MARKETING COMMUNICATIONS/PROMOTION STRATEGY**

**COURSE CODE -EMM-206**

**CREDIT-03**

**UNIT – 1 :** Concept of IMC and promotion strategy Enhancing brand equity through IMC approach Enhance corporate image, Reinforce consumer perceptions of key brand image associations, Increase awareness, Identify a target market Role of advertisement and promotions in market segmentation Targeting market and customers and positioning

**UNIT – 2 :** Communication process and Consumer behavior Impact of communication on customers Effect of persuasive communication on consumer behavior Endorsers and message appeals to advertising

**UNIT – 3 :** Traditional v/s modern media; Difference between traditional and digital media Effectiveness of media on promotional strategy Online and mobile advertising – benefits and importance Role of social media for advertising and promotion of the product

**UNIT – 4 :** Direct marketing and other media for advertisement Concept and types of direct marketing Importance of media on direct marketing and promotion of products Planning and analysis of consumer need Measuring Ad messages and its effectiveness on marketing

**UNIT – 5 :** Consumer Sales Promotion; Sampling and couponing :Premium and other promotions - Public relations and word of mouth Influence of sponsorship marketing promotion Packaging of products Point of purchase communication

### **COURSE OUTCOMES:**

1. Know how IMC fits into the marketing mix.
2. Understand how the communications process fits into and works with consumer behavior with emphasis on the consumer decision making process.
3. Develop an awareness of the connection between marketing communications tools, and how each can be used effectively- individually or in an integrated mix.
4. Understand the means of promotional strategy and find out the difference between traditional and modern media of marketing.
5. Identify the E – marketing strategy for an effective way for product promotion.

### **REFERENCE BOOKS:**

- Belch, G.E. and Belch, M.A., 2004. Advertising and promotion: An integrated marketing communications perspective 6th. New York: NY: McGraw-Hill.
- Clow, K.E., 2004. Integrated advertising, promotion, and marketing communications. Pearson Education India.
- Rossiter, J.R. and Percy, L., 1987. Advertising and promotion management. McGrawHill Book Company.
- Shah K., & D’Souza, A, 2010, Advertising and Promotions: An IMC perspective, Tata McGraw Hil

## **SERVICES MARKETING**

**COURSE CODE -EMM-209**

**CREDIT-03**

**UNIT – 1 :** Concept of Services marketing; Identify the services products Difference of service product from tangible products Role of service marketing for attracting customers Types of services marketing and service products Identifying consumers need

**UNIT – 2 :** Concept of quality service in service marketing Types of service quality Identifying the customer's need for providing service products Listening to the customers about their demand for product service

**UNIT – 3 :** Designing the service: Concept of service design in marketing of services Different phases of service design Works of service design according to the need of customers

**UNIT – 4 :** Performing the Service; Concept of performing a service Performing services in marketing to satisfy the customer need Characteristics of services marketing Role of services marketing Types of services marketing and performing as a good service provider.

**UNIT-5:** Communicating the service; Concept and meaning of service communication in service marketing Strategies adopted for service marketing communication Importance of communication in service marketing industry Service Leadership; Concept and principles of service leadership Related aspects of service and leadership

### **COURSE OUTCOMES:**

1. Identify how the characteristics of services products are different from tangible products?
2. Understands the design and execution of marketing strategies for services.
3. Identify the market/customer need and performing the services accordingly.
4. Enables to know the Customer relationship management strategy and their retention.
5. Identify the quality assurance side to provide better services for the customer.

### **REFERENCE BOOKS:**

- Lovelock, C.H. and Wirtz, J., 2004. Services marketing: people, technology, strategy. Pearson Prentice Hall.
- Rao, K.R.M., 2011. Services marketing. Pearson Education India..
- Wirtz, J. and Lovelock, C., 2016. Services marketing. World Scientific Publishing Company.
- Wirtz, J., 2012. Essentials of services marketing. FT Press.

## (FINANCE)

### FINANCIAL MARKETS AND SERVICES

#### COURSE CODE -EF-205

#### CREDIT-03

**Unit-1 :** Financial System Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalization of Financial Markets. Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets.

**Unit-2:** Management of Commercial Banks An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel II Framework and Basel-III; Risk Rating Agencies; Regulatory framework for Banks.

**Unit-3:** Risk of Financial Inter-Mediation Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk.

**Unit-4 :** Risk Management in Financial Institutions Managing Credit Risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing Risk through Sale of Assets and Securitization, Derivatives.

**Unit-5 :** Management of Non-Banking Financial Institutions and Depositories Securitization: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions- PCF, IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository.

#### COURSE OUTCOMES:

1. Defines the functions of financial markets and intermediary institutions.
2. Students will be able to learn Management of Commercial Banks, Negotiable Instruments; Working Capital Management; Project Financing.
3. To learn about Risk of Financial Inter-Mediation Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk.
4. To know about Risk Management in Financial Institutions Managing Credit Risk; Liability and Liquidity Management.
5. To gather Knowledge Management of Non-Banking Financial Institutions and Depositories Securitization.

#### REFERENCE BOOKS:

1. KSasidharan, Financial Services and System (2008), McGraw-Hill Publishing Company New Delhi.
2. Clifford Gomez, Financial Markets Institutions and Financial Services, Prentice-Hall of India, 2008.
3. Anthony Saunders, Financial Markets and Institutions,
4. ed., McGraw-Hill Publishing Company, New Delhi.4.M.Y.Khan, Financial Services,4thed.,McGraw-HillPublishing Company,NewDelhi2008.th

## FINANCIAL DERIVATIVES

**COURSE CODE -EF-206**

**CREDIT-03**

**Unit-1 :** Financial Derivatives Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative centrals and Market Liquidity.

**Unit-2 :** Future-- Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Cleaning House, Theories of Future Prices. Hedging Concepts– Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Index Futures.

**Unit-3 :** Financial SWAPS Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps.

**Unit-4 :** Financial Options Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts. Option Models Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.

**Unit-5 :** Carry Trades and speculative Derivatives-Economic Derivatives, Market Expectations, Carry trade as a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities and Warrants, Hedging – objective sand Process.

### **COURSE OUTCOMES:**

1. To evaluate financial environment concepts and its evolution.
2. Compare and contrast among finance segmentation and consumer behavior concepts .
3. To critically analyze the role and concepts of financial derivatives.
4. To develop the ability of stock pricing decisions, channel of distribution and physical distribution.
5. To learn about the Carry Trades, and speculative Derivatives-Economic Derivatives, and Market Expectations.

### **REFERENCE BOOKS:**

1. David A. Dubofsky and Thomas W. Miller, J. R. Derivatives: Valuation and Risk Management ,Oxford.
2. Vohra, N.D. and Bagri ,B. R., Future and Options ,TMH
3. Kumar, Financial Derivatives, PHI
4. Marshall &Bansal: Financial Engineering, a complete guide to Financial Innovation, PHI.

## BEHAVIORAL FINANCE

**COURSE CODE -EF-209**

**CREDIT-03**

- UNIT – 1 :** Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception – Peculiarities(biases) of quantitative and numerical information perception - Representativeness – Anchoring -Exponential discounting - Hyperbolic discounting
- UNIT – 2 :** Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.
- UNIT – 3 :** Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model – Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.
- UNIT – 4 :** Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate decision making. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.
- UNIT – 5 :** Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk -Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking .Personality traits and risk attitudes in different domains.

**COURSE OUTCOMES:**

1. To introduce the new field of behavioral finance and underline its importance as a driving force in the global markets.
2. To provide the conceptual framework of behavioral finance based on traditional and modern theories.
3. To impart the psychological aspects and challenges underlying the issue of rational and irrational behavior.
4. To demonstrate the impact of news and timing from the corporate angle and highlight the ramifications of effective news communication.
5. To learn on the Neurophysiology of risk taking, Personality traits and risk attitudes in different domains.

**REFERENCE BOOKS:**

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2. Understanding Behavioral Finance by Ackert □ The Psychology of Investing by John R.Nofsinger, Pearson Prentice Hall, (4th Edition)
3. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman,McGraw-Hill
4. Handbook of Behavioral Finance – Brian R. Bruce
5. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
6. Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15
7. Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in InefficientMarkets, Oxford University Press.
8. Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making andMarkets, South-Western Cengage Learning, Mason, Ohio.
9. Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
10. Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessonsfrom Behavioral Finance (Oxford University Press, New York, New York).
11. Shleifer, Andrei (2000): Inefficient Markets: An Introduction to BehavioralFinance,Oxford University Press, Oxford.
12. Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York



### 5th Trimester

SL · N O	CODE NO	COURSE TITLE	STRU C- CODE	L	T	P	C	No of Sessions
1	EBA-202	Business Forecasting	PE	3	0	0	3	40
2	EIB-202	International Trade Law	PC	3	0	0	3	40
3	EOM- 201	Supply Chain & Logistic management	PE	3	0	0	3	40
		<b>HR</b>						
4	EHRM- 207	Strategic HRM & International Perspective	PE	3	0	0	3	40
5	EHRM- 206	Team Dynamic at Work	PE	3	0	0	3	40
6	EHRM- 205	Performance Management	PE	3	0	0	3	40
		<b>MARKETING</b>						
7	EMM- 208	Product & Brand Management	PE	3	0	0	3	40
8	EMM- 207	Digital and Social Media Marketing	PE	3	0	0	3	40
9	EMM- 203	Retail Management	PE	3	0	0	3	40
		<b>FINANCE</b>						
10	EF-208	International Finance	PE	3	0	0	3	40
11	EF-210	Taxation	PE	3	0	0	3	40
12	EF-201	Investment Analysis & Portfolio Management	PE	3	0	0	3	40
		<b>Total</b>		18	0	0	18	240

## **SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

**COURSE CODE -EOM-201**

**CREDIT-03**

**Unit-I:** Introduction to Supply Chain: Nature & Concept, Value Chain Introduction to Supply Chain Management, Strategic inventory in supply chains, Design of supply contracts

**Unit-II:** Supply Chain Design and Coordination Product postponement strategies, The value of information, Supply chain design, Supply chain coordination: bullwhip effect in supply chains, Risk Pooling, Order processing

**Unit-III:** Mass customization and Sustainability issues in Supply Chains Sustainability Issues in Supply Chains, SCM issues in Sales, Marketing and Distribution, Revenue management,

**Unit-IV:** Strategic sourcing, supply management and outsourcing Strategic sourcing, supply management and outsourcing, Distribution Strategies.

**Unit-V:** Logistics and Ware housing Third Party and Fourth Party Logistics, Reverse Logistics, Modes/ Multi-modal transport, Containerization, Transportation decision (Pricing & Rate), Transportation network( routing & scheduling), Concepts of warehousing, Types & Functions of warehousing,

## **COURSE OUTCOMES**

1. To understand the fundamentals of Supply Chain Management including its role in an organization and in integrating firms in a supply chain.
2. The use of concepts in SCM like coordination, planning for uncertainty, supply contracts, logistics management, outsourcing and procurement management in effective decision .
3. To Apply various analytical methods and tools so that students are able to measure and evaluate various facets of supply chain performance.
4. To Understand practices in SCM that differentiates successful firms from others.
5. To Understand the challenges in SCM through a real industry project.

## **REFERENCE BOOKS:**

1. Handfield, Robert B & Nichols, Ernest L; Introduction to Supply Chain Management,Pearson Education
2. Sahay, BS(Editor), Supply Chain Management for Global Competitiveness, Mc Milan IndiaLtd
3. Raghuram , G &Rangaraj N; Logistics & Supply Chain Management: Cases & Concepts, McMillan
4. Kachru, Upendra. Exploring the Supply Chain:Theory& Practice, Excel Books
5. Shah, Janat. Supply Chain Management: Text & Cases, Pearson Education

## INTERNATIONAL TRADE LAWS

**COURSE CODE -EBA-201**

**CREDIT: 03**

**Unit-I:**Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract – Types of International sale of contracts, essentials of sales contracts, performance of the contracts, Uniform Law on Formation of Sales Contracts, Inco terms, Documents of Titles, Bill of Lading or Charter Party, Letters of Credit ,Payments terms; Rights and duties of Agents and Distributors.

**Unit II:** International Trade Insurance: Cargo Insurance for Land, Air & Marine. Movement of Goods, General rules of Liability, Marine Insurance, exports, Imports Customs-Valuation & Rules of Origin.

**Unit III:** Legal Framework :Patents- The Patent Law, Patentability criteria, Procedure for grant of a patent ,Patent opposition- Rights & obligations of a Patentee, Transfer of Patent rights, Revocation, Filing of International patent Applications, Bio Patents, Software patents, Patent & Public Health issues, Patent Law & Competition Rules.

**Unit IV:** Regulatory Framework and Taxation : Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax revenues . Legal framework related to International Licensing; Franchising& Join Ventures.

**Unit V:**Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities. Multi National Enterprises (MNEs) and Foreign Direct Investment (FDI) – Meaning and Characteristics. Trends in Global FDI with reference to IndiaForeign Direct Investment Policy. Restrictive Clauses in the Foreign Collaboration/Joint Venture Agreements.

**COURSE OUTCOMES:**

1. To know legal and regulatory provisions which affect international trade and business both in goods and services.
2. To be aware of the names, locations, role and scope of common organizations .
3. To manage and enforce the different legal and regulatory provisions impacting world trade.
4. To know International Trade Insurance & Cargo Insurance for Land, Air & Marine. Movement of Goods ,General rules of Liability, Marine Insurance, exports, Imports Customs- Valuation & Rules of Origin.
5. To gain knowledge on Patent Law & Competition Rules Patent Law Patentability criteria.

**REFERENCE BOOKS:**

1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business,Environments and operations.
2. Lew, Julton D.M and Clive Stand brook (eds), International Trade Law and Practice,Euromoney Publications, London.
3. Schmoth off C.R: Export Trade – The Law and Practice of International Trade.
4. Motiwal OP, Awasthi HIC: International Trade – the law and practice; Bhowmik andCompany, New Delhi.
5. Kapoor, N.D.: Commercial Law; Sultan Chand & Co., New Delhi

## **BUSINESS FORECASTING**

**COURSE CODE -EBA-202**

**CREDIT-: 03**

Objective of this module is to understand how regression and forecasting models can be used To analyze real-life business problems.

**UNIT-1** : Historical perspective of Business Forecasting: Concept of Business forecasting, Difference among Econometrics, Mathematics and Statistics, Importance of Econometrics, Linkage of Econometrics with Business Forecasting-Types of Data

**UNIT-2** : Regression Model: Steps, Linear, Non linear Univariate time series: Linear model, Stationary, Autocorrelation, Partial Autocorrelation, Multi collinearity, ARIMA, ARMA process.

**UNIT-3** : Stationarity and Module Roots Tests: Introduction, Module Roots tests, Stationarity tests Univariate Time Series: Volatility Models-Introduction, The ARCH Model, The GARCH Model

**UNIT-4** : Multivariate Time Series Analysis: Vector Autoregression Model–Co integration

**UNIT-5** : Introduction to E Views: E views Functions, Programming in E views Introduction to R studios: Programming in R for time series forecasting.

### **COURSE OUTCOMES:**

1. To gain knowledge on Concept of Business forecasting, Difference among Econometrics, Mathematics and Statistics.
2. To analyze the past and present trends in the business world and make predictions for future business outcomes.
3. It will prepare you for downturns, increase sales, and adjust staffing levels.
4. To help companies navigate the ever-changing markets, make better decisions, and make better business decisions.
5. It helps in determining the right allocation of resources based on the expected demand for products.

### **REFERENCE BOOKS:**

1. Damodar N. Gujarati, Basic Econometrics, McGraw-Hill Publication, 2003
2. Chris Chatfield, The Analysis of Time Series: An Introduction , Chapman and Hall
3. N. H. Chan, Time Series: Applications to Finance, John Wiley and Sons,
4. James D. Hamilton, Time Series Analysis, Princeton University Press,
5. Terence C. Mills, The Econometrics of Financial Time Series Cambridge University Press.
6. Box, Jenkins, Reinsel, Ljung, Time Series Analysis: Forecasting and Control; Wiley Publications

## **PERFORMANCE MANAGEMENT SYSTEM**

**COURSE CODE -EHRM-205**

**CREDIT: 03**

**UNIT-1 :** Concept and definition of performance and performance appraisal Assessment of performance within the organization Factors included in the review and assessment process Basic purpose of performance a management system in organization Importance and benefits of review inside the organization Managing performance within the organization

**UNIT-2 :** Performance management and strategic planning Concept of strategic planning, difference between PM and SM Stages of performance management Role of strategic planning in performance management Process of strategic performance management

**UNIT-3 :** Alternative models for assessing performance :Balanced score card – 4 perspectives of balanced score card EFQM model – concept, level and purpose Outcome metrics – Concepts and types Economic value added (EVA) – concept and importance

**UNIT-4 :** Building a high performance culture: Concept of high performing culture Important elements of building high performance culture Measuring the effects of high performance culture Developing a high performance work culture for the employees Benefits of high performance culture for organization as well for employees

**UNIT-5 :** Performance management and Rewards; Concept and linkage between the PMS and Rewards Importance of reward in performance management system Concept of ethics in PMS Ethical principles of performance management Importance of ethics in PMS

### **COURSE OUTCOMES:**

1. Identify the ways to review and assess performance within organization.
2. Understands the importance of strategic planning in assessing employee's performance.
3. Identify different models for evaluating performance within the organization.
4. Understands the need for building a high performance work culture .
5. Identify the importance of ethics and rewards system in assessing the employees' competency and performance within their workplace.

### **REFERENCE BOOKS:**

1. Herman Aguinis (2007). Performance Management.PearsonEducation.
2. Lance A. Berger and Dorothy (2007). The Talent Management Hand Book. Tata Mc-GrawHill
3. Rao T.V. (2007). Appraising and Developing Managerial Performance. ExcelBooks

## **TEAM DYNAMICS AT WORK**

**COURSE CODE -EHRM-206**

**COURSE CODE: 03**

**UNIT – 1 :** Concept and definition of team Dynamic of teamwork - types and characteristics of team dynamics Team composition – concept and aspects of team composition Elopements and importance of team composition Role of team composition in high performance team.

**UNIT –2**Team formation and development; Concept and process of team formation Stages of team development ,Team performance and motivation Impact of motivation on team performance Improvement of team productivity through motivation

**UNIT–3 :** Team conflict and leadership; Concept and definition Leadership style affects conflict Leader’s ability to resolve conflict Team decision making – Types and importance of team decision making Effective team decision making process

**UNIT –4 :** Discovering the interpersonal orientation through FIRO – B Importance of FIRO – B theory Components of FIRO theory Experiential learning methodologies – methods and models Objectives of experiential learning

**UNIT–5 :** T – Group sensitivity training Encounter groups – development and leadership functions of encounter group Appreciative enquiry – Components and stages Facets of interpersonal trust through Johari window Communication skills, negotiation skills and strategies for team building Team morale, conflict resolution, competitive vs collaborative behavior Developing collaboration

### **COURSE OUTCOMES:**

1. Identify the goal and benefits of team dynamics.
2. Identify different learning methodologies in team decision-making.
3. To analyze the different stages of group and its development.
4. Identify the evaluation of team building and Negotiation strategies.
5. Understand and apply conflict resolution & stress management strategies.

### **REFERENCE BOOKS:**

- 1.Levi, Daniel. (2014). Group Dynamics for Teams, 5th Edition, SAGE Publications.
- 2.Simon Hartley, Stronger Together: How Great Teams Work , Little, Brown Book Group UK
- 3.Greg L Stewart,Charles C manz,Team Work and Group Dynamics,John Wiley and Sons,



## STRATEGIC HUMAN RESOURCE MANAGEMENT

**COURSE CODE -EHRM-207**

**COURSE CODE: 03**

**Unit I:** Strategic Human Resource Management: Definition and Components; development & delivery of HR strategies, Strategic HR vs. Traditional HR, Strategic Business planning and HR, challenges in strategic human resource management, impact of strategic HRM, SHRM for competitive advantage.

**Unit II:** Strategic fit: A conceptual framework, Linking between HR strategy and Business Strategy :Managing Diversity, Transformational Leadership The best Fit Approach, HR bundles Approach, The best practice approach; TOWS Matrix, BCG Matrix, ABC, BSC, Gallop's Engagement model.

**Unit III:** Strategic HR Acquisition: An Overview , Staffing System, Strategic Recruitment and Selection ,Business Strategy and Training and Development, Human Side of Mergers and Acquisitions three stage model of M&A, HRM and Firm performance linkages: Measures of HRM performance ;Sustained competitive advantages through inimitable HR Practices.

**Unit IV:** Strategic Reward Systems: Approach, Business Strategy and Compensation; Career Management :An SHRM Approach, Employee and career development systems.

**Unit V:** Global Strategic human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection, in partite & repatriation. Strategic Options and HR decisions: Downsizing and Restructuring, JVs; MNCs; Outsourcing &Offshore assignments, Building a multicultural organization-multinational organization, strategic issues in international assignment.

**COURSE OUTCOMES:**

1. The student will have reliably demonstrated ability to explain the feasibility and nature of the link between business strategy and HR strategy.
2. To learn about the key areas of Strategic Human Resource Management, commitment and engagement, organizational design, performance management.
3. To get an Idea learning and development, international HR practices, and organizational culture.
4. Students will gather knowledge on Global Strategic human resource management: Difference between global HRM & domestic HRM and strategic HR issues.
5. To learn on Strategic Reward Systems Approach, Business Strategy and Compensation.

**REFERENCE BOOKS:**

1. Jeffrey A., M., Strategic Human Resource Management, Thomson Learning Inc.
2. Prasad, K., Strategic Human Resource Management:, Macmillan Publication,1st edition.
3. Belcourt, M. and McBay, K., Strategic Human Resource Planning, Thomson Learning Inc.,2nd edition.

## (MARKETING)

### RETAIL MANAGEMENT

**COURSE CODE -EMM-203**

**CREDIT: 03**

**UNIT – 1:** Understanding shoppers: Concept and types of shoppers Identify and understands the shopper's behavior Value of shoppers for the business, importance of shopper for the business Delivering value through retail formats Deciding location for delivering the goods in market

**UNIT – 2:** Supply chain management: Concept and basic steps involved in supply chain management Retail buying; Concept of retailing, types and principles of retail marketing Role of retail marketing, E – Retailing and technology used in retail marketing

**UNIT - 3:** Importance of technology in retailing Electronic retailing technology Concept of digital technology or electronic technology Retail stores using digital technology Benefits of digital technology in retailing.

**UNIT – 4:** Concept of HCI used in retailing Impact of technology in retail industry HCI in physical retail environment Impact of digital transformation on the retailing value chain Challenges facing retailers in order to sustain in the market.

**UNIT–5 :** Concept and definitions of category management in retailing Importance of category management in retailing and 4 Ps Steps involved in category management Store layout and design Establishing the pricing strategy of the product for retailing Deciding location for delivering the product

#### **COURSE OUTCOMES:**

1. Identify and understand the customers for retail marketing.
2. Understand the ways that retailers use marketing tools and techniques to interact with their customers.
3. Find out the ways to adopt new technologies in retailing sector.
4. Understand the Electronic retailing strategy for acquiring more customers.
5. Identify the location of market and pricing strategies for target customers.

#### **REFERENCE BOOKS:**

1. Swapna Pradhan, Retailing Management, text and Cases, Second Edition, Tata McGraw Hill Publications.
2. Barry Berman, Joel R.Evans, Retail Management, A Strategic Approach, Tenth Edition, 2008, Pearson Edition.
3. C Bajaj, Retail Management, Oxford Publication, Second Edition
4. Dairs & Ward: Managing Retail Consumption, John Wiley & Sons
5. Levy & Wertz: Retailing Management, Irwin

## **DIGITAL AND SOCIAL MEDIA MARKETING**

**COURSE CODE -EMM-203**

**COURSE CODE: 03**

- Unit 1 :** Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world -latest practices.
- Unit 2 :** Social Media Marketing -Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing. Introduction to Face book, Twitter, Google +, LinkedIn, YouTube, Instagram and Pin terest; their channel advertising and campaigns
- Unit 3 :** Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search engine marketing, mobile marketing, video marketing, and social-media marketing. Marketing gasification, Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).
- Unit 4 :** Designing Organization for Digital Success: Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies.
- Unit 5 :** Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation,

**COURSE OUTCOMES:**

1. Students will develop an understanding of digital and social media marketing practices.
2. Students will develop understanding of the social media platforms.
3. Students will acquire the skill to acquire and engage consumers online.
4. Students will develop understanding of building organizational competency by way of digital marketing practices and cost considerations.
5. Students will develop understanding of the latest digital practices for marketing and promotion.

**REFERENCE BOOKS:**

1. Mouty Maiti: Internet Marketing, Oxford University Press India
2. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
3. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).
4. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).
5. Tracy L. Tuten & Michael R. Solomon : Social Media Marketing (Sage Publication)

## **PRODUCT AND BRAND MANAGEMENT**

**COURSE CODE EMM-208**

**COURSE CODE: 03**

**UNIT – 1:** Concept and definitions of Product & Brand Management Role of brand management in managing sales Importance and benefits of branding Decision making of product policy and product management Difference between brand and product management

**UNIT – 2:** New product idea and screening: Concept of screening Idea screening for new product development Generating ideas for new products Assessment of new product ideas

**UNIT – 3:** Brand Awareness and consumer brand knowledge: Concept and types of brand awareness Purpose of brand awareness, Ideas to create brand awareness among customers Concept and importance of consumer brand knowledge Components of consumer brand knowledge

**UNIT – 4:** Brand identity, personality and associations: Concept and types of brand identity and personality Building brand identity and personality in competitive market Different ways of learning brand association and effects of brand association Brand Architecture: Differentiation and positioning decisions

**UNIT – 5:** Concept testing: Tactical branding decisions Product use testing – development and testing of products Packaging decisions: Influence of product packaging on purchase decisions Test marketing and alternative methodologies ,Pre launch and launch management of product Brand equity: Concept and Value of brand equity, Managing and measuring brand equity

### **COURSE OUTCOMES:**

1. Understand the basic concepts in product management and the steps involved in New product development process.
2. Gain knowledge on branding and its applications .
3. Appreciate brand management process and applying branding decisions effectively .
4. Understands the knowledge about how to use and test products in the market .
5. Identify the best way to launch a product and to build brand equity.

### **REFERENCE BOOKS:**

1. Product and Brand Management, Tapan K. Panda, Oxford University Press
2. Donald R. Lehmann and Russell S. Winer, (2004). Product Management, McGraw Hill Higher Education, 4th edition
3. Kapferer J.N., 2008. The New Strategic Brand Management, 4th edition, United Kingdom, Kogan page Publishers
4. Kotler. P., Pfoertsch W., Michi I., 2006. B2B Brand Management.Springer Berlin. Springer

(FINANCE)

INTERNATIONAL FINANCE

**COURSE CODE -EF-208**

**CREDIT: 03**

**Unit – 1 :** International Financial Environment , Financial Management in Global Perspective: Development in the International Monetary System, Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity ,System of Exchanging Currencies. Exchange Rate Determination :Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

**Unit - 2:** Foreign Exchange Market Structure; Spot and Forward, Participants in Foreign Exchange Market-Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets. Fisher's Effect.

**Unit-3:** Risk Exposures and Their Management Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.

**Unit-4:** Financial Foreign Operations Internationalization Financial Markets, Euromarkets, Special Financing Vehicles, Designing a Global Financial Strategy.

**Unit-5:** International Financial Markets: International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions. Multinational Working Capital Management: Management of Cash, Inventory and Accounts Receivable in Global Context, Inter-Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.

**COURSE OUTCOMES:**

1. To analyze the understanding of developments in international financial market.
2. To demonstrate nature and functioning of foreign exchange market.
3. To illustrate the foreign exchange risks and to identify risk management strategies.
4. To analyse, apply and evaluate information within the global financial environment of international financial market.
5. To explore the international sources of long term finance and management of multinational working capital.

**REFERENCE BOOKS:**

1. Shapiro AC: Multinational Financial Management: PHI
2. Levi, Maurice: International Finance, Routledge, 2009
3. Eiteman, David K: Arthur Stone hill and Michael H. Moffett, Multinational Business Finance, Pearson, 2008
4. Vij, Madhu: International Financial Management, Excel Publications, 2006
5. Apte: International Financial Management : PHI
6. Seth, A.K.: International Financial Management



## INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

**COURSE CODE -EF-201**

**COURSE CODE:- 03**

**Unit I :** Introduction: Concepts of Investment, Objectives of Investment, Various Alternatives of Investments, Investment Process, Financial Investments vs. Real Investments, Differentiate Investment, Speculation and Gambling. Risk and Return: Concept, Types and Measurement of Risk and Return.

**Financial Markets -** Primary and Secondary Markets. Introduction to Primary Market, Design of Primary Market, its Role and Functions, types of Offers in the Primary Market, SEBI Guidelines on Primary Market.

**Secondary Market:** Introduction, Participants, Trading and Settlement Mechanism, Types of Orders, Stop Loss, Margin Trading, Short Selling, Price Freeze, Hair-cut, Market Wide Circuit Breakers, Insider Trading, Bulk Deals, Block Deals and Arbitrage Opportunity in the Market.

**Unit II:** Fundamental Analysis: Meaning, Scope and Introduction to Concept of Intrinsic Value. Process of Conducting Economic Analysis; Industry Analysis and Company Analysis by Using E-I-C and C-I-E Approaches. Valuation of Securities Using Fundamental Analysis.

**Unit III :** Technical Analysis: Introduction, Terminology of Technical Analysis, Dow Theory, Characteristic Phases of Bull and Bear Trends, Critical Appraisal of Dow Theory, Various Types of Charts, Concept of Trend, Trend Lines: Support and Resistance, Importance of Trading Volume, Reversal Patterns, Continuation Pattern, Moving Averages, Other Market Indicators.

**Portfolio Management:** Meaning, Importance and Approaches of Portfolio Management, Portfolio Analysis, Portfolio Evaluation and Revision Techniques.

**Unit IV :** Portfolio Theory: Markowitz Model, Capital Asset Pricing Model, Single-Index Model, Arbitrage Pricing Theory. Market Efficiency and Behavioral Finance.

**Derivatives:** Introduction, Features, Derivative Instruments, Difference between Forward and Futures Contracts, Types of Option Contracts, Computing Payoffs of Forward, Futures and Option Contracts.

**COURSE OUTCOMES:**

1. To develop the understanding of the concept of investment and security analysis.
2. To demonstrate various securities and the market they trade in and to observe the investment regulations and related ethics and professional conduct.
3. To apply fundamental, technical, economical ,industrial and company analysis in the real world and the theories and evidence for and against the efficient market hypothesis.
4. To develop the ability to understand the concept of portfolio management, models and risk-return relationship for better investment and for interpreting various portfolio performance measures.
5. To analyze various models of portfolio evaluation.

**REFERENCE BOOKS:**

1. Fischer, Donald, E. And Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall India, New Delhi, 6th ed.
2. Ale Chandra, Prasanna, Investment Management, Tata McGraw Hill, New Delhi
3. Sharpe, William,
4. Kevin, S. Portfolio Management, Prentice Hall India, New Delhi.
5. Avadhani, V.A, Investment and Security Market in India, Himalaya Publishing House,
6. Pandey, I. M. Financial Management, Vikas Publications, New Delhi ed. 2012.

## **TAXATION**

**COURSE CODE -EF-210**

**CREDIT: 03**

**Unit I :** Concept, Nature, Scope, Importance, Techniques, Advantages and limitations of Tax Planning; Nature, Objectives, process of Tax Management; Tax Planning vs Tax Management, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assesses – types, Residential status, Non-resident Indians.

**Unit II :** Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source (numerical).

**Unit III:** Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration ,Tax appeals, Revision & Review (numerical).

**Unit IV :** Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification (numerical). Central Excise Act 1994 and Excise planning; Customs Act and Customs Duties Planning.

**Unit V :** Introduction to Goods and Service Tax (GST) - Key Concepts, Phases of GST, GST Council, Taxes under GST, Cess, Registration under GST, Supply under GST and Valuation of Supply, Input Tax Credit under GST & Returns, Custom Duty and Indirect Taxation levied by either Central or State Government.

### **COURSE OUTCOMES:**

1. Identify the relevant provisions of the Income Tax Act as it applies to the taxation of corporations.
2. To analyze financial statement & to Prepare reconciliation of accounting income and income tax statement.
3. Understand the concept of Budget & Budgetary control.
4. Prepare computerized Corporate income tax returns for a wide variety of situations .
5. Describe the issues and apply the appropriate provisions related to the taxation of corporate investment income & Identify tax planning opportunities and challenges for corporations.

### **REFERENCE BOOKS:**

1. Ahuja, Grishand Ravi Gupta, Corporate Tax Planning and Management, Bharat Law House, Delhi.
2. Singhania, Vinod K., Kapil Singhania, and Monica Singhania, Direct Taxes Planning and Management, Taxmann Publications Pvt.Ltd., New Delhi.
3. Pagare, Dinkar, Direct Tax Planning and Management, Sultan Chand and Sons, New Delhi.

**6<sup>th</sup> Trimester**

<b>Trimester – 6</b>								
<b>SLNo</b>	<b>CODE NO</b>	<b>COURSE TITLE</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>No of Sessions</b>
		<b>HR</b>						
4	EHRM-208	International HRM	PE	3	0	0	3	40
5	EHRM-205	Human resource Metrics & Analytics	PE	3	0	0	3	40
		<b>MARKETING</b>						
7	EMM-202	B2B Marketing	PE	3	0	0	3	40
8	EMM-204	Sales & Distribution Management	PE	3	0	0	3	40
		<b>FINANCE</b>						
10	EF-202	Managing Banks and Financial Institutions	PE	3	0	0	3	40
11	EF-206	Mergers , Acquisitions and Corporate Restructuring	PE	3	0	0	3	40
12	FTP-601	Final Project	FTP	0	0	0	3	40

**(HUMAN RESOURCE)**

**INTERNATIONAL HRM**

**COURSE CODE -EHRM-208**

**CREDIT: 03**

**Unit-1 :** International HRM: Approaches, Challenges In Global Labour Market-Linking HR To International Expansion Strategies,

**Unit-2 :** Socio-Cultural Context, Culture And Employee Management Issues, Responding To Diversity, Challenges Of Localization, Global Integration, Differentiation, Mastering Expatriation,

**Unit-3 :** Institutional & Structural Context-Managing Alliances And Joint Ventures ,HR Challenges In Cross border Integrations-Legal Issues In Global Workforce Management, Staffing In International Context, Appraisal Of Expatriate, Third And Host Country Employees,

**Unit-4 :** Issues in International Performance Management, International Training, International Compensation-Approaches, Composition,

**Unit 5:** Social Security Systems Across Countries, Emerging Issues, International Labour Relations , HRM Practices In Different Countries.

**COURSE OUTCOMES:**

1. To develop the understanding of the concept of International human resource management and to understand its relevance in global labour market.
2. To analyze the cross cultural issues and challenges in employee management .
3. To expand essential ability for cross border staffing .
4. To get the knowledge of international performance management .
5. To trace different international governmental regulations affecting relationship between employees and employers .

**REFERENCE BOOKS:**

Book:

1. International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition) Reference Books: 1. International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning
2. International Human Resource Management, Tony Edwards, Pearson Education
3. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya
4. International Human Resource Management, Monir Tayeb, Oxford

## **HUMAN RESOURCE METRICS AND ANALYTICS**

**COURSE CODE - EHRM-205**

**CREDIT: 03**

**Unit-I :** Understanding HR indicators, Metrics and data, Indicators and role of HR metrics  
,Data collection, Sources of Data collection

**Unit-II :**Tracking, entry Assess IT requirements to meet HR needs, Need assessment goals,  
Relational databases and HR systems.

**Unit-III :**Planning and implementing a new HRIS, Security and privacy considerations,  
Employee Privacy Issues, Components Of Information Security

**Unit-IV :**Statistical analysis for HR. Regression analysis, measures of central tendency  
Graphs, tables, spreadsheets, data manipulation (using Excel)

**Unit-V :**Benchmarking and best practices, Staffing, Supply and demand forecasting, Total  
compensation analyses, Cost justification–return on investment, Communicating  
recommendations.

### **COURSE OUTCOMES:**

1. Critically evaluate the use of HR metrics and analytics in contemporary organizations.
2. Evaluate the different analytical approaches used by HRM professionals to solve real business problems.
3. Uses and implementing HRIS in business world with statistical interference.
4. Research and analyze suitable human resource metrics and benchmarks.
5. Examine business cases and apply problem solving and critical thinking skills related to people management issues.

### **REFERENCE BOOKS:**

1. Cascio, W. & Boudreau (2015). Investing in People: Financial Impact of Human Resource Initiatives, FT Press, 2nd Edition
2. Fitz-enz, J. (2010). The new HR analytics: predicting the economic value of your company's human capital investments. Broadway, New York: Amacom
3. Lazear E.P and Gibbs, M. Personnel Economics in Practice, Wiley, latest edition.

## **(MARKETING)**

### **B2B MARKETING**

**COURSE CODE -EMM-202**

**CREDIT: 03**

**UNIT-1:** Market opportunities and identification Concept and ideas of market opportunities Identification of market opportunities Analysis and evaluation of market opportunities Introduction of B2B marketing Strategies adopted for B2B marketing

**UNIT-2:** Customer analysis –Steps to understand the customer Importance of customer analysis Customer Relationship Management – Steps involved in CRM process, need for customer relationship management, Strategies of CRM for different business markets

**UNIT-3:** Assessing market opportunities Ways to assess the market opportunities Benefits of market opportunity analysis Impact of environmental changes on supply chain Factors affecting supply chain management.

**UNIT-4:** Strategic market planning:– Concept of strategic market planning, Steps involved in strategic market planning Managing products for business markets Managing business marketing channels.

**UNIT-5:** Pricing strategies for business markets Key account management Business marketing communication - Types of communication Purpose of communication B2B Branding – Concept of b2b branding Branding strategies for business markets Importance of branding within market

#### **COURSE OUTCOMES:**

- 1 To understand and identify opportunities in B2B Markets.
- 2 Identify the market opportunities for environmental changes on supply chain marketing.
- 3 To Study on the customer relationship management and acquiring right customers.
- 4 Enables to find out the way in managing different marketing channels and pricing strategy.
- 5 To understand the role of B2B branding, Brand dimension and branding strategy.

#### **REFERENCE BOOKS:**

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South Asian Perspective Cengage 2014, 11<sup>th</sup> ed.
2. Sharad Sarin, Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed.
3. James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, Business Market Management (B2B): Understanding, Creating, and Delivering Value, Pearson 2010, 3rd ed.
4. Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano, Business to Business, Marketing, Pearson 2011
5. Krishna K Havaldar, Business Marketing: Text and Cases McGraw Hill 2014, 4th ed.

## **SALES AND DISTRIBUTION MANAGEMENT**

**COURSE CODE -EMM-204**

**CREDIT: 03**

**UNIT-1:** Concept and definition of SDM Methods and focusing area of SDM Different marketing channels of SDM Channel designing in SDM Steps in designing channel distribution

**UNIT – 2:** Channel migration: Defining customer channel migration of Multi channel to Omni channel Emergent channels: emergent logistic strategies in retailing industry Power and conflict in channel management and its resolution

**UNIT – 3:** Wholesaling and mass distribution: Place of wholesaler in distribution Changing distribution channels Physical distribution, wholesaling and retailing Traditional retailing v/s modern retailing Difference between retailing and modern retailing Customer's preference over modern retailing

**UNIT – 4:** Introduction to sales and personal selling Concept and definitions of sales and personal selling Difference between personal selling and online selling Importance and advantages of personal selling Process and objectives of personal selling.

**UNIT – 5:** Strategic Sales Management: Concept of strategic sales and strategic sales management Types of sales strategies Process of strategic sales management Managing skills for strategic sales and distribution management

### **COURSE OUTCOMES:**

1. Understand & appreciate the diverse variables affecting the sales & distribution function.
2. Identify the marketing channels for sales & distribution in an effective way.
3. Understand the basic concepts and techniques of selling and their applications to managerial decision makings in the field.
4. Describe and formulate strategies to effectively manage company's sales operations.
5. Identify the skills to manage sales force and establishing the social and ethical way and appreciate the sales and distribution function in any real time organization.

### **REFERENCE BOOKS:**

1. Richard R. Still, Edward W. Cundiff, Norman A.P Govani 5th ed., Sales Management: Decision, Strategies and Cases, Pearson Education, New Delhi, 2009.
2. Rosann L. Spiro, William J. Stanton, Gregory A. Rich 11th ed., Management of a Sales Force, Tata McGraw Hill, New Delhi 2008
3. Mark W. Johnston, Greg W. Marshall, Sales Force Management, 8th ed. TMH, N.Delhi, 2007
4. Charles Fatrell, Sales Management.



(FINANCE)

**MERGER, ACQUISITION & CORPORATE RESTRUCTURING**

**COURSE CODE -EF-206**

**CREDIT: 03**

- Unit1:** Introduction : Overview of Mergers; Types And Characteristics; Motives Behind Mergers; Theories of Mergers- operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption Reconstruction and Takeover.
- Unit-2:** Corporate Restructuring Method of Restructuring-Joint Ventures, Sell-Off And Spin Off-Equity Carve-Outs, Leveraged Buy Outs (LBO)-Management Buy Outs-Master Limited Partnerships- Employees Stock Option Plans(ESOP).
- Unit-3:** Mergers and Acquisition Process of Merger Integration-Process of Merger Integration-Organizational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M&A decision.
- Unit-4** :Valuation Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation- Valuing relative Contribution–Valuing Comparables-Valuation of the Target’s Equity-Precedent Acquisition; Valuing Operating and Financial Synergy- Valuing Corporate Control-Valuing of Leveraged Buy Outs (LBO)- Methods of Financing Mergers-Cash Offer, Share Exchange Ratio-Merger as Capital Budgeting Decision.
- Unit-5** : Defensive Strategies in Restructuring Accounting for Amalgamation- Polling Interest Method-Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Take over Defenses - Types and Techniques of Raid; Advance Preventive Measures; Strategies of Take overbid White Knights-White Square-Crown Jewel-Pacman’s Strategy-Golden Parachute-Poison Pills Strategy–Coercive Offers and Defense- Financial Defensive Measures-Anti take over Amendments.

**COURSE OUTCOMES:**

1. Explain the rationale behind the use of mergers and acquisitions by a firm's managers, the key. Pitfalls and recommendations for maximizing the chances for long-term success.
2. Develop integrative, adaptive planning frameworks for use before, during and after a negotiation by applying a thorough understanding of negotiation concepts, theories and principles.
3. critically compare the concepts and principles of financial valuation and negotiation in relation to managerial decision-making.
4. Apply industry-accepted valuation methods (DCF, relative valuation, and precedent transactions) to analyze international merger, acquisition and related transactions, including those with across-border and international context.
5. Utilize appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes.

**REFERENCE BOOKS:**

1. Weston.F,Chung.K,andHoag,S.(2008).Mergers, Restructuring, and Corporate Control,Prentice-Hall of Indian Pvt. Ltd., New Delhi.
2. PatrickA.Gaughan(2007).Mergers, Acquisitions and Corporate Restructurings, 4/e WileyIndia, NewDelhi.
3. Narayanan, P.andVikram,Nanda(2003),Finance For Strategic Decision Making-Whatnon Financial managers Need to Know, Jossey-Bass, Wiley India.
4. ReuvidJonathan,(2005). Mergers and Acquisitions, Kogan Page.
5. Robert Brown(2007),Applied Mergers and Acquisitions, John Willey and Sons.
6. Kevin K. Boeh and Paul W. Beamish(2007).Mergers and Acquisitions: Text and Cases. Sage Publications, New Delhi.

## MANAGING BANKS AND FINANCIAL INSTITUTIONS

**COURSE CODE -EF-202**

**CREDIT: 03**

- UNIT- 1** : Nature and role of Financial System: Indian banking structure and operations  
Structure of Financial System, Financial System and Economic Development,  
Indian Financial System – The Banking System.
- UNIT–2** : Overview of lending products and loan appraisal process-Corporate loan life  
cycle-Trade finance, The Reserve Bank of India: Monetary Policy of RBI.
- UNIT–3** : Treasury, investment banking ,Commercial Banks and Functions of  
Commercial Banks, Liabilities of Bank, Credit Management. Capital  
Adequacy – Deposit and Non-deposit sources – Designing deposit schemes  
and pricing of deposit sources – loan management – Investment Management  
– Asset and Liability Management – Financial Distress –Signal to borrowers –  
Prediction Models – Risk Management – Interest rate – Forex – Credit market  
–operational and solvency risks – NPA’s – Current issues on NPA’s – M&A’s  
of banks into securities market
- UNIT–4** : Banking Innovations, NPAs, and Securitization wealth management-Risk  
Management . Payment system in India – paper based – e payment –electronic  
banking –plastic money – e-money –forecasting of cash demand at ATM’s –  
The Information Technology Act, 2000 in India – RBI’s Financial Sector  
Technology vision document – security threats in e-banking & RBI’s  
Initiative.
- UNIT–5** :Non Banking Financial Institutions and Services:Regulatory and legal  
environmental Innovations and recent trends in banking Life Insurance,  
General Insurance, Housing Finance, Credit Rating.

### **COURSE OUTCOMES:**

1. Understand the overall structure and functions of Indian Financial System.
2. Gain knowledge about regulations governing the Indian Banking system.
3. Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.
4. Familiarize the students with the concept of e-banking .
5. In-depth understanding of fee-based and fund-based financial services in India.

### **REFERENCE BOOKS:**

1. Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2017.
2. Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010
3. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2017