

काशी हिन्दू  
विश्वविद्यालय



BANARAS HINDU  
UNIVERSITY

An Institution of National Importance Established by The BANARAS HINDU UNIVERSITY ACT XVI of 1915

## **SYLLABUS**

**MASTER OF BUSINESS ADMINISTRATION  
(AGRIBUSINESS) – MBA(A.B.)**

**(Special Course, Rajiv Gandhi South Campus -RGSC)**

**( Session 2012-13 onwards )**

*Offered by*

**FACULTY OF MANAGEMENT STUDIES  
BANARAS HINDU UNIVERSITY  
Varanasi – 221005**

**COURSE STRUCTURE OF MASTER OF BUSINESS ADMINISTRATION- AGRIBUSINESS (MBA-AB)**

**I Semester**

S.No.	Name of Paper	Credits	Paper Code
1	Principles and Practices of Management	4	AB-111
2	Managerial Economics	4	AB-112
3	Environment and Management	4	AB-113
4	Statistical Methods for Decision Making	4	AB-114
5	Accounting and Financial Analysis	4	AB-115
6	Marketing Management	4	AB-116
7	Human Resource Management	4	AB-117
8	Business Communication	2	AB-118
	<b>Total</b>	<b>30</b>	

*Add-On Course:* Soft Skills Development 02 Credits AB-AOC-I

**II Semester**

S.No.	Name of Paper	Credits	Paper Code
1	Organizational Behaviour	4	AB-211
2	Business Research Methods	4	AB-212
3	Operations Research	4	AB-213
4	Management Accounting and Control	4	AB-214
5	Financial Management	4	AB-215
6	Operations Management	4	AB-216
7	Management Information Systems	4	AB-217
8	Corporate Social Responsibility	2	AB-218
9	Minor Project	2	AB-219
10	Term End Viva –Voce	4	AB-220
	<b>Total</b>	<b>36</b>	

*Add-On Course:* Geo-Politics 02 Credits AB-AOC-II

**III Semester**

S.No.	Name of Paper	Credits	Paper Code
1	Entrepreneurship Development and Project Management	4	AB-311
2	Strategic Management	4	AB-312
3	Legal Aspects of Business	2	AB-313
4	Agricultural Input Marketing	4	AB-314
5	Elective I (Core)	4	(annexed)
6	Elective II( Core )	4	(annexed)
7	Elective III( Core )	4	(annexed)
8.	Elective IV (Open )	4	(annexed)
9.	Summer Internship	8	AB-315
	<b>Total</b>	<b>38</b>	

*Add-On Course:* Knowledge Management 02 Credits AB-AOC-III

**IV Semester**

S.No.	Name of Paper	Credits	Paper Code
1	Agribusiness and Rural Development	4	AB-411
2	Dissertation	8	AB-412
3	Elective V(Open )	4	(annexed)
4	Elective VI(Open )	4	(annexed)
5	Comprehensive Viva-Voce	4	AB-413
	<b>Total</b>	<b>24</b>	

*Add-On Course:* Social Entrepreneurship 02Credits AB-AOC-IV

### Notes & Explanations:

- i) Add on Courses are provided in each semester. The opting student would attend the lectures but would not undergo the examination for them.
- ii) Having chosen a specialization area, for example Finance, Operations, Marketing the student is to compulsorily undergo first three electives (called Electives- Core). He/She is then given a choice to opt for next three electives (called Electives-Open) out of nine papers. These nine papers are arranged in three categories/bunches. Each category/bunch has three papers of which the student is required to choose one.

### Elective Courses for Program:

The students shall have to select any one of the following elective groups available in the particular program being pursued by the student.

1. Finance
2. Human Resource Management
3. Marketing
4. Operations Management

**Minimum credit requirements for the program = 128 credits.**

### FINANCE

S. No.	Paper Name (Core Elective)	Credits	Code
1.	Corporate Financial Decisions	4	AB-FC-31
2.	International Financial Management	4	AB-FC-32
3.	Security Analysis and Portfolio Management	4	AB-FC-33
<b>(Open Elective IV) (any one)</b>			
4.	Corporate Tax Planning and Management	4	AB-FO-31
5.	Financial Inclusion	4	AB-FO-32
6.	Behavioural Finance	4	AB-FO-33
<b>(Open Elective V) (any one)</b>			
7.	Banking and Financial Services	4	AB-FO-41
8.	Capital Markets and Regulatory Framework	4	AB-FO-42
9.	Agricultural Finance	4	AB-FO-43
<b>(Open Elective VI) (any one)</b>			
10.	Financial Derivatives	4	AB-FO-44
11.	Insurance and Risk Management	4	AB-FO-45
12.	Corporate Valuation and Mergers	4	AB-FO-46

### HUMAN RESOURCE MANAGEMENT

S. No.	Paper Name (Core Elective)	Credits	Code
1.	Labour and Employment Laws in India	4	AB-HC-31
2.	Industrial Relations	4	AB-HC-32
3.	Organizational Development	4	AB-HC-33
<b>(Open Elective IV) (any one)</b>			
4.	Employee Welfare and Compensation Management	4	AB-HO-31
5.	Performance Management	4	AB-HO-32
6.	Human Resource Information Management Systems (HRIMS)	4	AB-HO-33
<b>(Open Elective V) (any one)</b>			
7.	Management of Change	4	AB-HO-41
8.	Stress Management	4	AB-HO-42
9.	Cross-Cultural Management	4	AB-HO-43
<b>(Open Elective VI) (any one)</b>			
10.	Group Dynamics	4	AB-HO-44
11.	Social Audit	4	AB-HO-45
12.	Leadership and Team Building	4	AB-HO-46

## MARKETING

S. No.	Paper Name (Core Elective)	Credits	Code
1.	Consumer Behaviour	4	AB-MC-31
2.	Integrated Marketing Communication	4	AB-MC-32
3.	Customer Relationship Management	4	AB-MC-33
	<b>(Open Elective IV) (any one)</b>		
4.	Services Marketing.	4	AB-MO-31
5.	International Marketing Management	4	AB-MO-32
6.	Rural Marketing	4	AB-MO-33
	<b>(Open Elective V) (any one)</b>		
7.	Agri. Retail Management	4	AB-MO-41
8.	Product and Brand Management	4	AB-MO-42
9.	e- Marketing	4	AB-MO-43
	<b>(Open Elective VI) (any one)</b>		
10.	Retail Management	4	AB-MO-44
11.	Strategic Marketing	4	AB-MO-45
12.	Advanced Marketing Research	4	AB-MO-46

## OPERATIONS

S. No.	Paper Name (Core Elective)	Credits	Code
1.	Logistics and Supply Chain Management	4	AB-OC-31
2.	Operations Planning	4	AB-OC-32
3.	Materials Management	4	AB-OC-33
	<b>(Open Elective IV) (any one)</b>		
4.	Project Management	4	AB-OO-31
5.	Enterprise Resource Planning	4	AB-OO-32
6.	Managing Technology and Innovation	4	AB-OO-33
	<b>(Open Elective V) (any one)</b>		
7.	Total Quality Management	4	AB-OO-41
8.	Inventory Management and Control	4	AB-OO-42
9.	Business Process Reengineering	4	AB-OO-43
	<b>(Open Elective VI) (any one)</b>		
10.	Advanced Operations Research	4	AB-OO-44
11.	Work System Analysis and Design	4	AB-OO-45
12.	Maintenance Management	4	AB-OO-46

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**Course Objective:****Total Periods: 20 (2 Credits)**

The course seeks to encourage an all round development of students by focusing on soft skills. It aims to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition, and practice. The course has the objective to develop and nurture the soft skills that help develop student as a team member, leader, and all round professional. Students are encouraged to follow these skills as self study and self driven process.

**Course Structure:**

- Self Development and Assessment, Self-Assessment, Self-Awareness, Perception and Attitudes, Values and Belief System, Personal Goal Setting, Career Planning, Self-Esteem, Building of Self-Confidence,
- Components of communication, Principles of communication barriers, listening skills Verbal Communication, Includes Planning, Preparation, Delivery, Feedback and Assessment of activities like Public speaking, Group Discussion, Oral Presentation skills, Perfect Interview, Listening and observation skills, Body language
- Written Communication, Technical Writing–Technical Reports, Project Proposals, Brochures, Newsletters, Technical Articles, Technical Manuals, Official/Business Correspondence, Business letters, Memos, Progress report, Minutes of meeting, Event reporting, Use of style, Grammar and Vocabulary for effective technical writing, Use of: Tools, Guidelines for technical writing, Publishing,
- Use of Presentation graphics, Use of Presentation aids, Study of communication.
- Ethics and Etiquettes, Business Ethics, Etiquettes in social as well as Office settings, Email etiquettes, Telephone Etiquettes, Managerial ethics and ethics as a management professional, Civic Sense.
- Other Skills: Managing time, Meditation, Understanding roles of manager and their Responsibility, Exposure to work environment And culture in today’s job Places, Improving Personal Memory, Study skills that include Rapid reading, Notes taking, Complex problem solving, creativity.

**REFERENCE**

1. You Can Win : Shiv Khera, Macmillan Books
2. 7 Habits of Highly effective people : Stephen Covey, Free Press
3. Business Communication, Building Critical Skills: Kitty Locker & Kaczmarek, McGraw-Hill/Irwin
4. John Collin : Perfect Presentation, Video Arts Marshal
5. Jenny Rogers : Effective Interviews, Video Arts Marshal
6. Raman Sharma : Technical Communications, Oxford
7. Sharon Gerson, Steven Gerson : Technical Writing Process And Product, Pearson, Education Asia, LPE
8. R.Sharma,K.Mohan,: Business Correspondence& Report Writing, TAG McGraw Hill
9. Video For Technical Education Catalog: National Education and Information Films Ltd., Mumbai.
10. Management Training & Development Catalog: National Education & Information Films Ltd. Mumbai.
11. XEBEC, Presentation Book 1,2,3: Tata McGraw-Hill
12. Tim Hindle : Reducing Stress, Essential Manager Series DK, Publishing
13. Sheila Cameron : Business student Handbook, Pitman Publishing
14. Dr. R. L. Bhatia : Managing time for competitive Edge Lorayne Lucas, “Memory Book”
15. Robert Heller : Effective leadership, Essential Manager series D K, Publishing Newstrom
16. Keith Davis : Organizational Behavior Tata McGraw-Hill

AB 111	PRINCIPLES AND PRACTICE OF MANAGEMENT
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

**Course Structure:**

- **Introduction-** Concept of Goals, Resources, Efficiency & Effectiveness; Introduction to Management discipline and activity, Managerial Roles and Skills
- **Management Thought and Thinkers-**Details: Scientific Management (F.W.Taylor, Gantt, Gilbreths.); Classical Organization Theory (Henry Fayol, C.I.Barnard, M.P.Follet, Max Weber); Neo-Classical Theory (Human Relations Movement & Hawthorne Experiments, Behavioural Theory, Social Systems Theory- Niklas Luhmann) Systems Approach; Contingency Approach
- **Decision Making-** Phases, steps of Decision Making; Nature of managerial decision making and its types; Conditions of Certainty, Risk and Uncertainty; Bounded rationality (Herbert Simon); Barriers to decision making; Individual and Group Decision making.
- **Management Process (A)- Planning** (its Nature Scope; Steps; Principles; Types of plans); **Organizing** (Structural and Systemic dimensions; Authority, Responsibility & Accountability; Work division; Span of Management; Delegation; Decentralization; Coordination; Formal & Informal Organizations; Forms of Formal Organizational Structures, Importance of Direction)
- **Management Process (B)- Communication** ( its Importance; Types; Process; Channels; Barriers; Communication Network in organizations-vertical, horizontal, diagonal & informal)
- **Controlling** (its Meaning, Steps, Importance, Sources, Designing the control process, Effectiveness of Control Systems)
- **Issues of Relevance-**Transnational environment and perspectives of business, Quality Management – basic insights of prominent thinkers, Quality of Work Life ( QWL); Japanese Management, Search for Excellence. Human Values in Management –Indian perspectives, values for managers, ethical dilemma in Management, Self –development, lessons from Ancient Indian traditions.

**REFERENCE**

1. James F.Stoner,et al : Management, Pearsons Education Delhi
2. Harold Koontz Heinz Weihrich: Management, Tata McGraw Hill Pub. Co., Delhi
3. R.N.Singh : Management Thouht & Thinkers, S.C.& Co., Delhi
4. S.K.Chakraborty : Management By Values, Oxford Univ. Press, Delhi
5. Amitai Etzioni : Modern Organizations, PHI, New Delhi
6. D.R.Prasad, V.S.Prasad & P.Satyanarayana: Administrative Thinkers, Sterling Pub. Delhi
7. Priniples of Management : George R. Terry & S.G. Franklin, AITBS, Delhi
8. Essentials of Management : Joseph L. Massie, PHI, New Delhi

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the firm level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

**Course Structure:**

- **Nature and Scope of Economics**-Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective. Equi-Marginal Principle.
- **Demand Analysis and Demand Forecasting**-Theory of Demand. Types of Demand and their characteristics. Utility Analysis. Cardinal Utility and Ordinal Utility. Elasticity of Demand and its measurement. Price Elasticity. Income Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Estimation of Revenue. Average Revenue. Marginal Revenue and Elasticity of Demand. Techniques of Demand Forecasting.
- **Indifference Curve Analysis**-Concept and Properties of Indifference Curves. Income Effect. Substitution Effect and Price Effect. Income Consumption Curve and Price Consumption Curve. Derivation of Demand Curve. Superiority of Indifference Curve Analysis over Utility Analysis.
- **Cost Analysis**-Concept of Cost and Cost Classification. Accounting Cost and Economic Cost. Law of Variable proportions - Increasing, Decreasing and Constant Returns. Cost output relationship in the short-run. Cost output relationship in the Long-run, Production Functions. ISO-Cost Curves and their significance in cost analysis. Economies of Scale. Least Cost Combination Concept.
- **Market Structure and Product Pricing**-Perfect and Imperfect Market Structures. Conditions of Perfect Competition. Price of a Product under demand and supply forces. Equilibrium Price. Price behaviour and time element. Market Price and Normal Price. Pricing under Perfect Competition. Prices under short-run and Long-run. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Discriminating Prices.
- **Factor Pricing**-Pricing of labour as a factor of production. Marginal productivity theory of factor pricing.
- **Profit Analysis and profit Forecasting**-Concept of Profit. Accounting Profit and Economic profit. Theories of Profit. Dynamic Theory of Profit. Risk and Uncertainty-Bearing Theory of Profit. Innovation Theory of Profit. Profit Forecasting and Management of Profit. Profit Standards and the problems relating to Profit Maximization.
- **National Income**-Definition of national income. Product and money flows. Measurement of National Income – Net output or value method. Factor Income method. Expenditure method. Choice of Methods. Growth and composition of India's National Income.
- **Recent Economic Issues and Developments:**

**REFERENCE:**

1. Thomas & Maurice : Managerial Economics-Concepts and Applications, Irwin Professional Pub
2. Haynes, Mote & Paul : Managerial Economics, McGraw Hill Publication
3. Dean Joel : Managerial Economics, Prentice-Hall
4. Gupta G.S. : Managerial Economics, Tata McGraw Hill Publication
5. Koutsoyiannis A : Modern Microeconomics. Macmillan,
6. Diwedi D. N. : Managerial Economics, Pearson Education India
7. Petersen, Lewis and Jain: Managerial Economics. Pearson Education India
8. Salvatore Domonik : Principles of Microeconomics, Prentice-Hall
9. Varshney & Maheshwari: Managerial Economic, Sultan Chand & Sons
10. Stonier & Hague : A Text Book of Economic Theory, Pearson
11. Mankiw : Economics-Principles and Application, Cengage Learning.
12. Slowman & Sutcliffe : Economics for Business, Pearson Education

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

The course aims at providing an overview of various dimensions of business environment. It seeks to familiarize the students with various aspects of economic, social, political & cultural environment of India. It intends to provide a deeper understanding of the environmental factors as they influence the Indian business enterprises. Case studies as pedagogical tool would be used to introduce the students to the environment in which the businesses operate.

**Course Structure:**

- **Introduction-** Concept, Characteristics, dimensions and relevance of Business environment. Types of environment: internal & external environment, micro and macro environment.
- **Globalization & its impact on Indian Economy-** Meaning & levels of globalization, Factors Influencing Globalization, Globalization strategy for a company, Globalization in India.
- **Economic Environment-** Nature and Structure of Indian Economy. Development strategies of economic development in India since Independence. Economic Planning and control in India. Broad policies and strategies relating to Agriculture, Industry, SMEs, KVIC, etc and their effects on business. Effects of Monetary policy, Fiscal Policy, Union & State Budget on business. Macroeconomic scenario and its appraisal in the pre and post Reform period.
- **Political and Legal Environment-** Basic tenets of the Indian Constitution, Review of functions of Political institution in India-Legislature, Executive & Judiciary, their influence on Indian Business, Centre- State relationships evolving role of state /government.
- **Social & cultural environment In India-** Salient features of Indian society – class & caste structure of Indian society, Secularism in Indian Society, Rural – Urban differences, Joint family system, Business Participation in social & cultural affairs, Size & growth rate of population, Age structure of population, Demographic dividend & its impact on business & growth. Effects of society and culture on business.
- **Technological Environment in India-** Technology & competitive Advantage Changing technological environment in India, in house R& D in Indian Industries, difference in the levels of science & technology across countries,
- **Natural Environment-** Environmental protection & sustainable Industrial development, Environmental Degradation, Environmental policy, EMS Standard, ISO 1400, Environmental Auditing, clearance by permissions for establishing an Industry Environmental, concerns in developing countries
- **Issues of Relevance-** Public & private sector in Indian Economy – their division, role, performance & problems, Privatization & disinvestment -meaning, rationale & evolution of privatization policy in India, Joint sector & co-operative sector.

**REFERENCE:**

1. N.K.Sharma : Business Environment in India, Pinnacle Technology
2. K Ashwathappa : Essentials of business Environment, McGraw Hill Education
3. F.Churunillam : Business Environment, Himalaya Publication
4. Dutt & sundaram : Indian Economy, S. Chand Publisher
5. Vatsyanam : Indian Society & Social Institutions, Atlantic Publishers

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>



**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

**Course Structure:**

- **Statistics: An Overview**-Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and scope of statistics, especially in Business Management
- **Fundamentals of Probability**-Concept of probability, Definition of probability, Counting rules for determining the number of outcomes, Rules of probability and algebra of events. Probability tree diagram, The Bayes' Theorem
- **Probability Distributions**-Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable, discrete probability distributions – Binomial and Poisson, Continuous probability distribution – Normal, Approximation of Binomial and Poisson distribution of Normal distribution
- **Statistical Decision Theory**-Steps in decision theory approach. Types of decision making environments, decision making under uncertainty, Decision making under risk, Posterior probabilities and Bayesian analysis, Decision tree analysis
- **Measure of Central Tendency**-Objectives of averaging. Requisites of measure of central tendency. Mathematical averages – arithmetic mean (simple and weighted), geometric mean, harmonic mean. Averages of position-median and mode. Partition values- quartiles, deciles and percentiles. Relationship between mean, median and mode. Comparison between measures of central tendency.
- **Measure of Dispersion**-Significance of measuring dispersion (variation). Classification of measure of dispersion. Distance measures- range and interquartile range or deviation. Average deviation measures- mean absolute deviation, Variance and standard deviation. Chebyshev's theorem. Coefficient of variation. Skewness, Moments and Kurtosis: Measures of Skewness, Moments – moments about mean, moments about arbitrary point, moments about zero or origin. Measures of Kurtosis.
- **Importance of Index Numbers in business studies:** Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.
- **Analysis of Time Series:** Components of a Time Series. Determination of secular Trend and Seasonal Variations in business data. Least Squares Method as a Tool for Forecasting.
- **Test of Significance and its Designing:** Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits.
- **Tests of Variables and Proportions:** Student's 't' test in small samples. Application of  $X^2$  test. Testing of coefficients of Correlation. Analysis of Variance. Latin Square Design
- **Correlation and Regression Analysis:** Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.

**REFERENCE**

1. Alan Bryman, Emma Bell : Business Research Methods, Oxford University Press
2. Donald R, Cooper, Pamela S Schindler : Business Research Methods, Tata McGraw-Hill Education
3. Mark Saunders, Philip Lewis, Adrian Thornhill: Research Methods for Business Students, Prearsons Education India
4. Levin R I & Rubin D.S.. : Statistics for Management, PHI, New Delhi
5. Davis & Pecar : Business Statistics using Excel , Oxford University Press
6. Sharma J.K. : Business Statistics, Pearson, New Delhi
7. Beri : Statistics for Management, TMH, New Delhi
8. Gupta S.P. & Gupta M.P. : Business Statistics, S Chand & Sons, New Delhi.

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

**Course Structure:**

- **Financial Accounting:** Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts - Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality. Difference between accounting concepts and conventions. Indian Accounting Standards. Difference between traditional and modern accounting.
- **Orientation in Accounting:** Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. Segment Reporting. International Financial Reporting Standards. (NO QUESTION TO BE ASKED AT THE EXAMINATION FROM THIS PART. BUT MAY FORM PART OF CLASS TESTS/QUIZZES).
- **Analysis of Financial Statement:** Financial Statements - Meaning, Nature and Limitations. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical vs. Horizontal Analysis. Internal Vs. External Analysis. Trend percentages and Common size statement.
- **Techniques of Financial Analysis:** Accounting Ratios - Meaning, Significance and Limitations. Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/ turnover Ratios and Profitability Ratios. **Du-point Analysis.** Funds Flow Statement - Meaning and Need. Preparation and Interpretation. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.
- **Valuation of Assets:** Valuation of Shares - Need and Methods. Asset Backing and Yield. Valuation of Goodwill - Need and Methods. No. of years Purchase of Average Annual Profit. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods. First in First out (FIFO). Last in First out (LIFO). Average cost. Special Identification.
- **Price Level Changes and Accounting:** Problems created by changing price level. Introduction to approaches to price level adjustments - Current Purchasing Power/Index Number and Current Cost.
- **Current Issues:** Forensic Accounting, Money Laundering, Financial intelligence.

**REFERENCE**

- |                                                                                    |                                                                                    |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| 1. H.G.Guthman :Financial Statements Analysis, PHI                                 | 8. Jain & Narang :Advanced Accountancy, Kalyani Publishers                         |
| 2. Myer :Financial Statements Analysis PHI                                         | 9. Khan & Jain : Management Accounting, Tata McGraw-Hill Education                 |
| 3. Robert Anthony & Reece :Management Accounting - Text & Cases, Richard D. Irwin, | 10. Bhandari & Kulshrestha :Essays in Accounting, Sahitya Bhawan                   |
| 4. Morton Backer :Modern Accounting Theory, PHI                                    | 11. Roy G.D. : A Survey of Accounting Ideas , Alpha Pub. Concern                   |
| 5. Roy, A.Foulke:Financial Statement Analysis, McGraw-Hill                         | 12. Sehgal A., Sehgal D. :Taxman's Financial Accounting                            |
| 6. Shukla & Grewal : Advanced Accounts , S. Chand & Company Limited                | 13. Bhattacharya S.K. & Dearden : John :Accounting for Management, Vikas Pub House |
| 7. Mukherjee & Roy : Studies in Accounting Theory, World Press Pvt. Ltd. Calcutta  |                                                                                    |

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective.

**Course Structure:****1. Conceptual Framework of Marketing:**

Concept, Meaning, definition, nature, scope and importance of marketing; Marketing concept and its evolution;

**2. Core concepts of marketing –**

- ↳ Need, Want, Desire, Benefits, Demand, Value, Exchange,
- ↳ Goods – Services Continuum, Product, Market
- ↳ Customer Satisfaction, Customer Delight.
- ↳ Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia. Selling versus marketing.
- ↳ Holistic Marketing Orientation & Customer Value
- Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices

**3. Market Analysis and Selection:**

- ↳ Nature, Process and Contents of Marketing Plan - Marketing environment – macro and micro components and their impact on marketing decisions; The changing marketing environment, Controllable and Uncontrollable factors effecting marketing decisions, Analyzing needs and trends in Political , Economic, Socio-cultural and Technical Environment – PEST Analysis, Micro Environment – Industry & Competition. Concept of Market Potential & Market Share
- ↳ Concept, Characteristics of consumer and organizational markets, Buyer Behaviour, 5 step Buyer decision process
- ↳ Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting
- ↳ Target Markets, Concept of Target Market and
- ↳ Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP.
- ↳ Marketing Information System, Strategic marketing planning and organization.

**4. Marketing Mix:**

- ↳ **Product Decision-** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.
- ↳ **Price Decision-** Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.
- ↳ **Place Decision-** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.
- ↳ **Promotion Decision-** Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.
- Emerging Concepts in Marketing Management:

**REFERENCE**

- |                                                                                                    |                                                                                  |
|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| 1. Philip Kotler : Marketing Management, Pearson Education/PHI.                                    | 8. Etzel Walker : Fundamentals of Marketing Stanton, Tata-McGraw Hill, New Delhi |
| 2. Stanton : Fundamentals of Marketing, McGraw Hill                                                | 9. McCarthy E.J : Basic Marketing: A managerial approach, Irwin, New York.       |
| 3. Rajan Saxena : Marketing Management, Tata McGraw Hill.                                          | 10. Bovee and John Thill : Marketing, McGraw-Hill                                |
| 4. Philip Kotler and Gary Armstrong : Principles of Marketing 12th Edition, Pearson Education, PHI | 11. Kotler, Lilien & Moorthy : Marketing Models, Prentice-Hall of India          |
| 5. Ramasamy & Namakumari : Marketing Management, Macmillan India.                                  | 12. H.Kaushal : Case Study Solutions Marketing, Macmillan Publishers India Ltd.  |
| 6. S.Jayachandran : Marketing Management, Tata McGraw Hill                                         | 13. William D. Perreault Jr : Basic Marketing, McGraw-Hill Companies, Inc        |
| 7. Rampal and Gupta : Case and Simulations in Marketing, Goltatia, Delhi                           |                                                                                  |

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with various aspects of HRM. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest techniques, ever changing procedures & practices in the field of HRM in a comprehensive way.

**Course Structure:**

- **Human resource management;** Meaning, definition, scope, Objectives and functions of Human Resource Management, Evolution of HRM, relevance of study of HRM, Personnel Management vs. Human Resource Management, Challenges of HRM, HRM environment; Strategic HRM.
- **Human Resource Policy-** Meaning, definition, importance, characteristics of good HR Policy.
- **Human Resource Planning-** Meaning, definition, importance, characteristics of good HR factors affecting HR Planning, barriers of HR Planning, HR Planning process
- **Job Analysis And Design-** meaning, definition, process of job analysis, problems in job analysis, job design; factors affecting job design, process of job design, contemporary issues in job design.
- **Human Resource Acquisition**
- **Recruitment;** meaning, definition, importance, factors governing recruitment, recruitment process.
- **Selection;** meaning, definition, stepwise selection process, barriers to selection, selection in Indian context,
- **Placement;** meaning and purpose, problems in placement
- **Internal Mobility:** Promotions, transfers and separations; purpose, principles, types, reasons, of promotions and transfers. Lay-off, resignation, dismissal or discharge, retrenchment and VRS
- **Orientation;** meaning and purpose, typical orientation programs, requisites, evaluation and problems of orientation
- **Training and Development:** Nature of Training and Development; Inputs in Training and Development; Gaps in Training; Training and Development as source of competitive Advantage, Training Process; Deriving Instructional Objectives, Designing, Implementation and Evaluation of the Training Program.
- **Performance Appraisal-** Performance Appraisal; Meaning and Definition & Objectives; Performance Appraisal and Competitive Advantage; Appraisal Process;
- **Job Evaluation;** Scope, Process and Methods of Job Evaluation, Pitfalls of Job Evaluation; Alternative to Job Evaluation
- **Employee Remuneration;** Components of Remuneration ; Wages and Salary Incentives ; Fringe Benefits ; Perquisites ; Non Monetary Benefits ; Importance of an Ideal Remuneration System ;Factor Influence Employee Remuneration ;External Factors ; Internal Factors; Remuneration Plans and Business Strategy ; Devising a Remuneration Plan ; Challenges of Remuneration ; Wage Policy in India ; Concepts of Wages ; Minimum Wages ; Fair Wages ;Living Wages
- **Incentive payments;** Incentives Payments ; Meaning and Definition ; Importance ; Prerequisites for an Effective Incentives System ; Scope of Incentives System ; Types of Incentives System; Employee benefits and services; meaning, definition, types, significance, administration and future of employee benefits and services.
- **Human Resource Management and Ethics;** nature, importance and relevance of HRM ethics, ethical issues in HRM, HR Audit; nature, benefit, scope and approaches to HR Audit
- **Employee Welfare;** Meaning and Definition, Merits and Demerits of Welfare Measures, Types of Welfare Activities; Welfare Measures Inside the Work Place, Welfare Measures Outside the Work Place, Intra-mural Facilities, Extra-mural Facilities, Welfare Facilities by the Government, Welfare Activities by the Trade Unions, Welfare Work by Voluntary Agencies, Statutory and Non- statutory, Statutory Provisions, Non-statutory Benefits.

**REFERENCE:**

- |                                                                                |                                                                       |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| 1. V S P Rao :Human resource Management, Excel Books, New Delhi                | 5. Ronald R.Sims : Human resource Management, Indian Associated Press |
| 2. K Ashwathappa :Text & Cases in Human Resources Management, Tata McGraw Hill | 6. Gary Dessler : Human resource Management, Pearson Education India  |
| 3. Arun Monappa : Managing Human resources, McMillan                           | 7. Wayne Mondy : Human resource Management, Pearson Education India   |
| 4. Kesho Prasad : Strategic Human Resource Management, Prentice Hall India     |                                                                       |

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

AB 118	BUSINESS COMMUNICATION
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**Course Objective:****Total Periods: 20 (2 Credits)**

This course intends to develop good communication skills in students for their future jobs and endeavors in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

**Course Structure:**

- **Meaning and importance** of Communication in business, the process of Communication, models of Communication, types of information order, advise, suggestion, motivation, persuasion, warning and education.
- **Channels of communication**-their effectiveness and limitations, media of communication, barriers of communication, approaches to effective communication, and tools of communication: diction, sentence, paragraph, punctuation and report writing.
- **Group Communication through Committees**-Conference Seminar, Symposia and Other Formal Communication with Public At Large; Interviews and Group Discussion
- **Specific of business Communication**-essentials of effective business Communication structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustments, credit and status inquires, agency letters and sales letters.
- **Strategies to improve reading skills**-speaking skills, listening skills; guidelines to effective public speaking; developing job application-covering letter, resume, interviewing; negotiating the job offer.

**REFERENCE**

1. Lesikar, Petit & Flately : Lesikar's Basic Business Communication, Tata Mcgraw Hill
2. Poe & Fruchling : Basic Communication; AITBS
3. Taylor : English Conversion Practice; Tata Mcgraw Hill
4. Diwan & Aggarwal : Business Communication; Excel
5. Baugh, Frrayer & Thomas : How to write first class Business Correspondence; Viva Books

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 20 (2 Credits)**

To sensitize the learners about the world of geopolitics that has a strong influence in the lives of all citizens of the world & to make them aware about the implications of a business effort in the context of a given geopolitical environment.

**Course Structure:**

- ↳ Global Political and legal environment
- ↳ Trading with enemy
- ↳ International Oil politics
- ↳ Trade in strategic materials
- ↳ Technology transfer and geopolitical considerations
- ↳ Trade and peace move together – India, China & East Asia case in point
- ↳ Food supply for geopolitical influence
- ↳ Emergence of Multinationals as control tools

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**REFERENCE**

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- ↳ News papers and periodicals
- ↳ Websites and journals of IMF, World Bank, WTO, UNO etc.

**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims to develop the interpersonal abilities in the students. It aims to develop an intimate understanding of the individual and group behavior.

**Course Structure:**

- **Understanding Organization, Behaviour & OB**-Organization as a Social Unit, Concept of Learning Organization, Roles & Skills of Managers. Knowing Behaviour- approaches to understand it (Cognitive, Behaviouristic & Social Cognitive) Field of OB: Individual, Groups & Systems as building blocks, contributing disciplines, Challenges & Opportunities of OB.
- **Bases of Individual Behaviour**-Basic individual differences (ability & biographical characteristics); **Personality:** Meaning, "Big –Five" Personality Traits, MBTI. **Perception:** Meaning, Role of Object, Environment and Observer; Judging Others. **Learning:** Meaning, Theories: Classical Conditioning, Operant Conditioning & Social Learning; Methods to shape Behaviour (reinforcement, punishment, & extinction), OB Mod.
- **Individual Behaviour in Organization-Attitudes:** Components, functions, changing attitudes, work attitudes (Job satisfaction & Organizational Commitment) **Motivation:** Concept, Content Theories (Maslow, Herzberg, McClelland, McGregor); Process Theories (Vroom's Model); Contemporary Theories: (Equity Theory, Attribution Theory). **Creativity:** Nature, process and its facilitation on organization.
- **Groups in Organization-Groups;** Types, their development stages, concept of role, status, norms size and cohesiveness. Group decision making techniques, Group Think & Group Shift ; Transactional Analysis; Four Life positions. **Influence, Power & Politics:** Concept of influence, bases of power, political behavior: concept & contributing factors. **Stress & Conflict:** meaning& causes of stress, types of conflicts (intra individual & interactive), coping strategies for stress & conflict; negotiation skills. **Communication:** Process, types, barriers; Grapevine
- **Leadership & Organizational Change**-Concept, Trait, Behavioural and Contingency (Fiedler, Hersey& Blanchard) theories; leadership styles, successful & effective leadership.
- **Organizational Change:** concept, resistance to and managing change.

**REFERENCE**

1. Laurie J. Mullins : Essentials of Organizational Behaviour, Pearson Learning
2. Ian Brooks : Organizational Behaviour, Pearson Learning
3. Stephen P Robbins : Organisational Behaviour, Prentice Hall Inc.
4. L. M. Prasad : Organisational Behaviour, Sultan Chand & Sons
5. Kieth Davis : Organisational Behaviour, McGraw Hill
6. Fred Luthans : Organisational Behaviour, McGraw Hill

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

This course gives a comprehensive introduction to the subject of business research methods. The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. Further, acquainting students with all modern and universally applied research concepts, tools and techniques and encouraging them to apply their acquired theoretical knowledge to real-life situations are paramount course objectives.

**Course Structure:**

- **Introduction to Business Research**-Meaning and Significance of Research in Business; Different Approaches to Research – Scientific Methods and Non-scientific Methods; Types of Business Research; The Research Process; Ethics in Business Research.
- **The Research Problem and Design**-Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design – Meaning and Formulation; Research Design Classification – Exploratory Research Design (Secondary Data & Qualitative Research), Descriptive Research Design (Survey & Observation) and Causal Research Design (Experimentation); Potential Sources of Errors in Research
- **Sampling Design and Measurement Techniques**-The Sampling Design Process; Types of Sample Design – Probability and Non-probability Sampling Designs; Size of Sample; Sampling Errors; Concept of Measurement and Scaling; Important Scaling Techniques – Comparative and Non-comparative; Reliability and Validity of Measurement.
- **Data Collection Tools and Data Processing**-Questionnaires and Observation Forms; Questionnaire Design Process; Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire; Processing of Research Data – Editing, Coding, Classification and Tabulation
- **Analysis of Data**-Exploring, Displaying and Examining Data; Basic Data Analysis – Descriptive Statistics; Univariate Statistics – Hypotheses Testing; Bivariate Analysis – Test of Differences and Measures of Association; Multivariate Analysis.
- **Business Research Report**-Importance of the Report & Presentation; Business Report Format; Report Writing; Oral Presentation; Research Follow-up
- **Research Project**-The student or group of students needs to apply this course learning in a real research project of their interest area with submission of research project report and class presentation of the same.

**REFERENCE**

1. Cooper and Schindler : Business Research Methods, Tata McGraw Hill, New Delhi
2. Malhotra N.K. : Marketing Research – An Applied Orientation, Pearson Education, New Delhi
3. William G. Zikmund : Business Research Methods, Cengage Learning, New Delhi
4. Saunders, Lewis & Thornhill: Research Methods for Business Students, Pearson Education, New Delhi
5. Panneer Selvam : Research Methodology, Prentice Hall of India, Delhi
6. Beri G.C : Marketing Research, Tata McGraw Hill, New Delhi
7. Karlinger, Fred N. : Foundations of Behavioural Research.
8. Mohsin, S.M. : Research Methods in Behavioural Research.
9. Tull & Hawkins : Marketing Research, Prentice Hall of India, Delhi

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>



**Course Objective:****Total Periods: 40 (4 Credits)**

This paper intends to acquaint the student with the management of different operational aspects of organizations especially with respect to the manufacturing, assembling and servicing processes with numerical and quantitative technical value addition.

**Course Structure:**

- **Introduction to Operation Research**-Managerial Decision Making and, Different Models of Operation Research: Principles and Types, Nature and Scope of Related to other Functional Area of Business, Duties and Responsibilities of Personnel.
- **Introduction to Linear Programming**-Formulation of Linear Programming Problems Graphical Solution to Two Variable Problems, Simplex Method and Its Applications, Duality in linear programming, Primal and dual LP problems
- **Transportation problems**-Introduction, Initial Basic Feasible Solution: North West corner rule, Least Cost method, Vogel's Approximation method. Optimality test, Modified Distribution (MODI) Method and Stepping Stone Method
- **Assignment Problem**-Introduction to the Assignment Model, Hungarian Assignment Algorithm, Solution to the Assignment Problem: Maximization and Minimization Cases.
- **Construction of a Network Diagram**-Application of Networks in Project Management: Program Evaluation and Review Technique (PERT) Model, Determination of Critical Path. Distribution of Project Completion Time, Critical Path Method (CRM) Model, Application of CPM and PERT Models
- **Game Theory** : Introduction, Technology, Classification, Payoff Making, Maximin and Minimax Strategies, saddle Point, Mixed Strategies – Games without Saddle Point.
- **Waiting Line** : Introduction, Basic Characteristics, Input/Arrival Process, Service Facility / Mechanism, Depulori / outlet, Terminology and Notions, M/M/1 Model.
- **Replacement** : Introduction, Replacement Policies for equipment or assets with deteriorating operational efficiency over time.

**REFERENCE**

1. Thompson W.W. : Operations Research Technique, Coloumbus, Ohio, C. E. Merrill Books (1967)
2. Acoff & Susoni M. : Operations Research
3. Levin R. I., Rubin D. S. & Stinson J.P. : Quantitative approaches to management, Mcgraw, Hill
4. Bierman H., Bonini C. P. & Houseman W. H.: Quantitative analysis for business Decision, Richard D. Irwin Inc ('65)
5. Hiller F. S. & Lieberman G. J. : Introduction to Operations Research
6. Taha H. A. : Operations Research an Introduction, Prentice Hall of India Pvt. Lts., New Delh
7. Gupta PK and Hira DS: Operations Research, S.C. Chand
8. Shenoy G V, Sherma S. C. & Srivastava U. K.: Operations Research for management

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attention as compared to its conceptual aspect. Consequently, case-method of teaching will be used besides class lectures.

**Course Structure:**

- **Introduction**-Meaning, Functions, Scope and Limitations of Management Accounting, Financial Accounting vs. Management Accounting
- **An orientation to Cost Accounting**-Purpose of Cost Accounting, Elements of cost, Kinds of costing, Classification of Costs, Methods of Cost variability
- **Break-Even Analysis**-Meaning, Graphic presentation, Preparation of break-even charts and their interpretation, Managerial uses of Break-even analysis,
- **Marginal Costing**-Meaning of Marginal Cost, Analysis of Incremental costs and revenues, Management Application of Marginal Income Accounting
- **Activity Based Costing**-Concept, main activities and their cost drivers, developing ABC System.
- **Budgeting**-Definition of a budget, Kinds of budgets, Preparation of a Budget, Budgetary Control, Flexible Budgeting, Zero Base Budgeting, Performance Budgeting
- **Standard Costing**-Meaning, Types of Standard and their revision, Difference between budgeting and standard costing. Kinds of Variances, Their use in making appraisal and fixing responsibility, Procedure of setting standard cost - Material, Labour and Overhead.
- **Responsibility Centres**-Cost Centres, Profit Centres and Investment Centres, Inter divisional transfer pricing – concept and methods.
- **Current issues**-Social Accounting, Human Resource Accounting, Balance Score Card
- **Discussion of real life business Cases.**

**REFERENCE**

1. Anthony Robert N. & Reece James S : Management Accounting, Irwin
2. Anthony Robert N & Welsch Glenn A : Fundamentals of Management Accounting, R.D. Irwin
3. Hongren Charles T. : Introduction to Management Accounting, Pearson Education India
4. Bhattacharya S.K. & Dearden John : Accounting for Management, Tata McGraw-Hill Pub.Co.Ltd., ND
5. Hingorani N.L., Ramanathan A.R. & Grewal T.S.: Management Accounting, Sultan Chand & Sons.
6. Khan M.Y. and Jain P.K. : Management Accounting Tata McGraw-Hill Publishing Co. Ltd. , New Delhi
7. Kishore Ravi M. : Taxman's Advanced Management Accounting

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

**Course Structure:**

- ↳ **Concept of finance**-Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Financial Planning & Strategies. Forms of Business Organization and Financial Considerations underlying the choice of form of business organization.
- ↳ **Concept & Principles of Capital Structure**-Leverage Analysis – operating, financial and combined leverage and its implications, Indifference point.
- ↳ Long term Sources of Fund – equity share, preference shares, debentures, bonds, warrants, venture capital and ploughing back of profits. Short Term Sources of Funds – Commercial Paper, Certificate of Deposit, Treasury Bills.
- ↳ **Financial Markets**-Nature and Significance of Primary and Secondary Markets, objectives and functions., indices of BSE, NSE and OTCEI and its calculation.
- ↳ Financial Institutions – Nature, Types and Functions, Investment Bank, Investment Companies, Commercial Banks.
- ↳ **Time Value of Money**-Risk and return analysis, Concept and significance of cost of capital and its computation Concept and Significance of Capital Budgeting, Appraisal Techniques for Risk Free Projects.
- ↳ **Working Capital Management**-Meaning, Significance & factors influencing the level of working capital management .Management of cash, receivables and inventory.
- ↳ **Dividend Decision**-Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions.
- ↳ **Issues of Relevance**-Shareholders value and its calculation, EVA/VAR, Financial reengineering, Derivatives, Venture capital financing, stock Market Index calculation,

**REFERENCE**

1. J Fred Weston & Eugene F. Brigham : Managerial Finance, АКТОВ Publications
2. Franklin R. Edwards & Cindy W. Ma : Futures and Options, McGraw-Hill, Inc.
3. James Van Horne : Essentials of Financial Management, Prentice Hall
4. Walker E. W. : Essentials of Financial Management, Prentice Hall
5. Srivastava, R. M. : Financial Management, Sterling Publishers Private Limited, New Delhi
6. Srivastava, R. M. : Essentials of Business Finance, Himalaya Publishing House
7. Prasanna Chandra : Financial Management, Tata McGraw-Hill
8. Pandey, I. M. : Financial Management, Macmillan India

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to develop familiarity with the concepts of production systems, their constraints and linkages with the overall strategic perspectives. Designing the process, analysis and improvement, operating the system and making product and preparing for success and sustainability. Interface of operations management with other managerial areas.

**Course Structure:**

- ↳ **Introduction**-Production and Operations Management, Systems Approach, Differentiating between Goods and Services, Production Management Vs Operations Management, Input-Output Profit (Business) Model, Stages of Development, Career Opportunities for Operations Management Organizational Positions.
- ↳ **Productivity**-Concept and definitions, Factors contributing to productivity improvement, Techniques for productivity improvement.
- ↳ **Process Configuration Strategies**-What is Process, classifying the Process, Types of Process Flows, Best (Process) Practice, Work Process Configuration Types, Intermittent Flow Shop, Flexible Process Systems, Shifting work Configuration Types, Process Analysis and Process Redesign.
- ↳ **Factors Governing the Location of a Plant**-Different Types of Plant Layout, Principles of Materials Handling, Materials Handling Equipments and the uses.
- ↳ **Materials Management in the Supply Chain**-Materials Management, Materials Management Information System, The Purchasing Function, Receiving, Inspection and Storage, Requiring Bids before purchase, MM of critical Parts, ABC classification – The System Context, Certification of Suppliers.
- ↳ **Operations Planning and Control**-Aggregate Production Planning, Master Production Scheduling (MPS), Materials Requirement Planning (MRP), Capacity Requirements Planning (CRP), Distribution Resource Planning (DRP), Weaknesses of MRP, Manufacturing Resource Planning (MRP II), Emerging Power of ERP; Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting, Line balancing. Cycle-Time Management (CTM), Time-Based Management (TBM), Just-in-Time Delivery (JIT), JIT II, Push Vs Pull – Process Discipline.
- ↳ **Maintenance Management**-Maintenance objectives, concepts, advantages & limitations of Break down Maintenance & Preventive Maintenance, Maintenance costs and the problem of their Minimization, Total Productive Maintenance (TPM).
- ↳ **Inventory Management**-Types of Inventory Situations, Costs of Inventory, Order Point Policies (OPP), Economic Order Quantity (EOQ) Models – Batch Delivery, Economic Lot Size (ELS) Models, Perpetual Inventory Systems, Periodic Inventory Systems, Quantity Discount Model, Inventory Classification Systems.
- ↳ **Arrow Diagramming and Network Analysis**- PERT Model, Determination of Critical Path, Distribution of Project Completion time, CPM Model, Time/Cost Relation, Crashing of a Project. Multiple Project Management.
- ↳ **Statistical Quality Control**-Objectives of SQC, Process Control charts for Variables and Attributes, Operating Characteristic (OC) curves. Total Quality Management (TQM), Mapping Quality Systems.
- ↳ **Environment, Ethics, Technology and Contingency Planning**-Adapting to External Forces, Greening the Environment: Maintenance, Greening the Environment: Design for Disassembly (DFD), Ethics and P/OM, Preparing P/OM for future conditions. Environmental Quality: ISO 14000 / 14001, Vision of a Fully Integrated Global Company.

**REFERENCE**

1. Chase Richard B, et al : Production and Operations Management: Manufacturing and Services, Tata McGraw-Hill Pub. Co., New Delhi
2. Mahadevan B : Operations Management; Theory and Practices, Pearson Education, Delhi
3. Buffa Elwood S & Sarin Rakesh K: Modern Production / Operations Management, John Wiley & Sons, Singapore
4. Adam Everett E & Ebert Ronald J: Production & Operations Management: Concepts, Models & Behavior, PHI, New Delhi
5. Hill T :Operations Management, Palgrave Macmillan, England
6. Levin, McLaughlin, et al : Production/Operations Management: Contemporary Policy for Managing Operating Systems, McGraw-Hill Book Company, New York.
7. Monks Joseph G: Operations Management: Theory and Problems, McGraw-Hill Book Company, New York.
8. Plossl G W & Wight O W : Production & Inventory Control. PHI, Englewood Cliffs, NJ.
9. Riggs James L: Production Systems: Planning, Analysis & Control, Wiley, New York
10. Juran J M & Gryna F M : Quality Planning & Analysis, Tata McGraw- Hill, New Delhi.
11. Nahmias S : Production & Operations Analysis, Englewood Cliffs, N J, McGraw-Hil Int. edition
12. Holt C C, et al : Planning, Production, Inventories & Workforce, PHI, Englewood Cliffs, NJ.
13. Meredith J R & Mantel S J : Project Management: A Managerial Approach, John Wiley & Sons, New York
14. Waters Donald : Inventory Control & Management, John Wiley & Sons, England.
15. Chary S N: Production & Operations Management, Tata MacGraw-Hill, New Delhi.

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

AB 217	MANAGEMENT INFORMATION SYSTEM
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to introduce students to Management Information System, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

**Course Structure:**

- **Introduction to MIS** - MIS and Information System Concepts, Decision and Management, MIS as an evolving concept, MIS and Decision Support Systems, MIS and Information Resource Management, MIS Professional, Computer System Concept, Conversion of Manual to Computer-Based Systems
- **Role of MIS** - Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS; Internet, Intranet, Extranet; Enterprise communication and Collaboration.
- **Decision Support Systems**-MIS support for decision making; Decision Support Systems; Components of DSS ; Tools of business support systems; what if analysis, sensitivity analysis; goal seek analysis, optimization analysis, data mining for decision support, DBMS.
- **Developing MIS Systems**-System Development Life Cycle; Investigation Phase; System Analysis; System Design (DFD and ER diagrams); System Implementation.
- **Applications**-Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business; Neural Network; Fuzzy logic, Genetic algorithm, Virtual reality; Executive Information System; Expert Support Systems; Security and Ethical Challenges.
- **Contemporary Issues in MIS**

**REFERENCE**

1. C.S.V Murthy : Management Information Systems, Himalaya Publishing House, New Delhi.
2. Laudon K C & Laudon J P : Management Information Systems: Managing the Digital Firm, Prentice-Hall.
3. O'Brien J : Management Information Systems, Tata McGraw-Hill, Galgotia
4. Oz E : Management Information Systems, Vikas Pub.
5. Jawedkar W S : Management Information Systems, Tata McGraw-Hill,
6. Mudrick R G : An information system for modern management, Pearson.

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 20 (2 Credits)**

This paper aims at providing the insights into various concepts & cases related to CSR practices in India. It will help in gaining a deeper understanding of the various aspects, factors related to various social causes & role of ethics in Business.

**Course Structure:**

- **Corporate Social Responsibility**-its concept, meaning, relevance, advantage and evolution, Business Ethics & Corporate Social Responsibility, Corporate Social Responsibility practices in India.
- **Promoting Corporate Social Responsibility**-Corporate social responsibility and the role of the board of directors, the potentials & limits of Corporate Social Responsibility, Challenges for Corporate Social Responsibility, Beyond Corporate Social Responsibility to Corporate Social Engagement.
- **Corporate Social Responsibility and the Environment**-Corporate Environmental Responsibility, Corporate Social Responsibility and the Role of Stakeholders, Corporate Social Responsibility and Community Development, Corporate Social Responsibility & Triple Bottom Line.
- **Corporate Social Responsibility and Marketing**-an acceptable Marketing Tool, Corporate Social Responsibility & Green marketing Corporate Social Responsibility flavor in Advertisements.
- **Corporate Governance & Corporate Social Responsibility**-Corporate Governance, The association between Corporate Social Responsibility and Financial performance, Shareholders, Managers & Corporate Social Responsibility, Corporate Social Responsibility as risk management.
- **Economic drivers of Corporate Social Responsibility**-activities and their evaluation, Corporate Social Responsibility as Business strategy, Business ethics and Social Responsibility education, rethinking social initiatives by business organizations.
- **Transparency & Corporate Social Responsibility**-Social Responsibility of Business towards Consumers, Doing Good for Society through Corporate Social Responsibility Building Trust through Corporate Social Responsibility, Corporate Social Responsibility Concepts and Cases, The Indian Experience.

**REFERENCE**

1. Guler Aras & David Crowther : Introduction to Corporate social responsibility, Gover Publishing Ltd.
2. Willam B. Werther & David Chandler : Strategic Corporate Social Responsibility, Greenleaf Publishings
3. Subhabrata Bobby : Corporate Social Responsibility, Edward Eger Publishers
4. Philip Kotler & Nancy Lee : Corporate Social Responsibility, Wiley India

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

AB 219	MINOR PROJECT
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**Objective:**

The Minor Project is to be carried out by the student to acquire an understanding about the simple applications of the learning gained in different areas of Management by him /her till far. It is expected that on completion of the project the student should be able to draw a match between the things learned in the classroom with the everyday on goings around him/her. The scope for doing the project is hence kept wide enough so as to let the student choose a neatly defined area (howsoever small) and feel the creative applications of the learning he/she has received. The idea is to nurture a feeling of usefulness of the knowledge gained in the lectures. Further, the student is then to shape the understanding gained thus far. His/her thoughts, lastly, are required to be arranged in the frame of Research Methodology.

**Procedure:**

1. It is suggested that the student should chalk out any area from a roughly **small lot of the topics /issues** which have attracted his/her attention. The area could be pertaining to the varied dimensions of the subject of Management which includes General Management, areas planned to be pursued as specializations and the like. As a word of caution, the linkages observed by the student with the learned subjects should not go out of focus.
2. If required, he/she could **consult the faculty-mentor** (teaching in the second semester) whom he/she chooses and the other faculty members in finally narrowing down upon his area of work.
3. The work has to begin with a **careful initial observation in the area** now chosen by the student. This has to be noted down and submitted to the faculty-mentor concerned. The faculty mentor would assess the awareness gained by the student on the topic chosen by him.
4. The student then would **submit stage –wise reports to the faculty-mentor**. This faculty-mentor would guide the students to understand the application of chapter-wise learning received in the subject of Research Methodology. The student, thus, should gradually understand the application of the research method to his work.
5. A Final Report, in the end, has to be submitted by the student to the faculty-mentor **one week before the commencement of the Final exam**. It would contain around 30 pages that would contain the chapters as mentioned in the Annexure.
6. It may be noted that the project has to be completed within 25 hours spread across the second semester without disturbing the schedule of the lectures. Saturdays and Sundays may preferably be devoted for the project.
7. The **timely completed Project Report duly forwarded by the faculty –mentor would be evaluated** by the faculty-mentor.
8. Proforma of the Table of Contents
  - (a) Introduction
  - (b) Review of literature
  - (c) Research Method
    1. Project Objectives
    2. Research Design
    3. Data Collection
    4. Data Tabulation and Analysis.
  - (d) Findings and Conclusion
  - (e) Suggestions
    - Bibliography
    - Annexure
    - Appendix

AB 220	TERM END VIVA-VOCE	(2 Credits )
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AB	AOC	III	KNOWLEDGE MANAGEMENT
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**Course Objective:****Total Periods: 20 (2 Credits)**

The objective of this course is to provide students an introduction to the field of knowledge management. The present course is about Knowledge: how to capture it, how to transfer it, how to share it and how to manage it.

**Course Structure:**

- **Knowledge Economy**-Concept of Knowledge; the Data-Information-Knowledge-Wisdom Relationship (Knowledge Hierarchy); Organizational Knowledge; Characteristics of Organizational Knowledge; Components of Organizational Knowledge (Tacit vs. Explicit Knowledge)
- **Transformation of an Enterprise through Knowledge Management**-Concept of Knowledge Management; Characteristics of Knowledge Management;
- **Creating Knowledge Management System in Organizations**-Need for a Knowledge Management System; the Knowledge Management Process Framework; Knowledge Management Process; Knowledge Life Cycle
- **The Knowledge Organization**-Knowledge Organization; Characteristics of Knowledge Organization; Knowledge Management and Organizational Learning; Knowledge Management Strategy and its Development; the Knowledge Managers
- **Enabling Knowledge Management through Information Technology**-Role of Information Technology in Creating Knowledge-Management Systems;
- **Organizational Culture for Knowledge Management**-Need for Organizational Culture for Knowledge Management; Ways to Develop Knowledge-Sharing Culture
- **Looking Ahead: Future of Knowledge Management**-Challenges to Knowledge Management; Future of Knowledge Management

**REFERENCE**

1. Amrit Tiwana, : The Knowledge Management Toolkit (Orchestrating IT, Strategy, and Knowledge Platforms, Pearson Education Limited
2. Edited; D. Morey, M. Maybury and B. Thuraisingham,; Knowledge Management (Classic and Contemporary Works), Universities Press (India) Limited.
3. Edited; R. Gogula, : Knowledge Management–A New Dawn, The Institute of Chartered Financial Analysis of India (ICFAI) Press
4. Elias M. Awad, Hassan M. Ghaziri,; Knowledge Management, Pearson Education Limited
5. G. Natrajan & S. Shekhar : Knowledge Management (Enabling Business Growth, Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. G. Schreiber, H. Akkermans, A. Anjewierden, R. de Hoog, N. Shadbolt, W. V. de Velde and B. Wielinga, : Knowledge Engineering and Management, Universities Press (India) Limited.
7. H. C. Chaudhary, : Knowledge Management for Competitive Advantage (Changing the world through Knowledge), Excel Books.
8. M. Rao, :Leading with Knowledge (Knowledge Management Practices in Global InfoTech Companies), Tata McGraw-Hill Publishing Company Limited New Delhi.
9. O. P. Goyal, : Knowledge Management (Analysis Design for Indian Commercial Banking Sector), Kalpaz Publications, Delhi
10. W. R. Bukowitz and R. L. Williams,;The Knowledge Management Fieldbook, Pearson Education limited.



AB 311	ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to develop among the students a conceptual understanding of the topics and the environment of making of an Entrepreneur.

**Course Structure:****Conceptual Framework of Entrepreneurial Development:**

- ↳ Meaning, Definitions and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship in India, Role of Entrepreneurship in Indian economy and developing economies with reference to Self-Employment
- ↳ Characteristics and Skills of Entrepreneurship in India, Problems in Entrepreneurship Development
- ↳ Entrepreneurial Culture
- ↳ Entrepreneurial Competencies
- ↳ Entrepreneurial Motivation
- ↳ Entrepreneurial Mobility
- ↳ Factors affecting Entrepreneurship in India
- ↳ Concepts of Intrapreneurship
- ↳ Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager
- ↳ Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India
- ↳ Social Enterprise and Entrepreneurship
- ↳ Entrepreneurial Failures

**Institutional Support System for Entrepreneurship Development in India:**

- ↳ **Role of Government**-Role of Central Government and State Government in promoting Entrepreneurship, MSME policy in India
- ↳ **Agencies for Policy Formulation and Implementation**-District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)
- ↳ **Agencies for Financial Support**-Role of Commercial banks and financial institutions like SIDBI, NABARD, SFCs, and other NBFCs
- ↳ **Agencies for Marketing Support-**
- ↳ **Agencies for Consultancy, Training and Technological Support-**
- ↳ **Project Management**-Business Planning Process, Environmental Analysis - Search and Scanning, Identifying problems and opportunities, Defining Business Idea, Basic Government Procedures to be complied with
- ↳ **Current Issues in Entrepreneurial Development**

**REFERENCE**

- |                                                                          |                                                                                                         |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| 1. The <i>Entrepreneur</i> : Classic Texts : Joseph A. <i>Schumpeter</i> | 10. The Entrepreneurial Connection - Gurmit Narula                                                      |
| 2. Innovation and Entrepreneurship: Peter Drucker                        | 11. Entrepreneurship: New Venture Creation - David H. Holt                                              |
| 3. The Culture of Entrepreneurship - Brigitte Berger                     | 12. Entrepreneurship – Hisrich, Peters                                                                  |
| 4. Project Management - K. Nagarajan                                     | 13. Entrepreneurship Development: Charantimath Poornima                                                 |
| 5. Dynamics of Entrepreneurship Development - Vasant Desai               | 14. Entrepreneurship Development: Gupta, Srinivasan                                                     |
| 6. Entrepreneurship Development - Dr. P.C.Shejwalkar                     | 15. Entrepreneurship Development: Khanka S.S.                                                           |
| 7. Thought Leaders - Shrinivas Pandit                                    | 16. Projects, 7E Planning, Analysis, Selection, Financing, Implementation, and Review: Prasanna Chandra |
| 8. Entrepreneurship, 3rd Ed. - Steven Brandt                             |                                                                                                         |
| 9. Business Gurus Speak - S.N.Chary                                      | 17. Projects: Prasanna Chandra                                                                          |

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with the important role that strategic management plays in a business's success and enables them to develop analytical and conceptual skills. The centre of attention is the total enterprise – the industry and competitive environment in which it operates its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. Class participation and case discussion will be fundamental to the development of these skills.

**Course Structure:**

- **Introduction**-Concept of Strategy & Strategic Management, Difference between Corporate Planning & Strategic Planning, Strategic Management Model, Different levels of Strategies, Relevance of Strategic Management in 21st Century.
- **Strategic Intent**-Vision & Mission Statement, Organisational Objectives, Setting objectives, Organisational Values & its impact
- **External Environment & Analytical Tools**-Evaluating the company's strategic environment, SWOT Analysis, PESTEL Analysis, Competitive Analysis: Porter's Five Force Model.
- **Internal Assessment**-Strategic Capability: Fit & Stretch Concept, Porter's Value Chain Analysis, Core Competencies, Organisational Capabilities, Resource Analysis and Synergy.
- **Strategies in Action-Functional Level**-Achieving Superior Efficiency – Economics of Scale, Experience Curve, Just –in-Time, & Six -Sigma.
- **Business Level**- Cost Leadership, Differentiation & Focus Strategies, Growth Strategies.
- **Corporate Level**-Integration, Diversification, Acquisition, Mergers& Joint Venture, Short Term Corporate Strategies –Stability, Retrenchment, &Turnaround.
- **Portfolio and other Analytical Models**-The BCG Matrix, GE/McKinsy Matrix, Corporate Parenting, CIT & CASCADE
- **Strategy Evaluation and Implementation**-Evaluation of Strategy- Suitability, Acceptability and Feasibility, Implementing Strategies: Resource Allocation, Structure and Strategy, Organisation Culture

**REFERENCE**

1. Andrews : Concept of Corporate Strategy, Irwin
2. Russel and Ackoff : Concept of Corporate Planning, New York: Wiley Interscience
3. Glueck : Business Policy, McGraw-Hill
4. Y.N.Chang & Filemon : Business Policy and Strategy, Goodyear Publishers
5. Newmann & Legman : Strategy, Policy and Central Management, South-Western Pub. Co
6. David E.Hussey : Introduction to Corporate Planning, Pergamon Press
7. R.M.Srivastava : Business Policy & Strategic Management, Himalaya
8. Mc Carthy and Others : Business Policy and Strategy, R. D. Irwin
9. Richard Lynch : Corporate Strategy, Pearson Education India
10. Basil W. Denning : Corporate Planning: Selected Concepts, McGraw-Hill
11. Malville C.Branch : The Corporate Planning Process, American Management , Association
12. Barnard Taylor and John R.Sparket : Corporate Strategy & Planning
13. Andrews : Concept of Corporate Strategy, Irwin
14. Russel and Ackoff : Concept of Corporate Planning, New York: Wiley Interscience
15. Glueck : Business Policy, McGraw-Hill
16. Y.N.Chang & Filemon : Business Policy and Strategy, Goodyear Publishers
17. David E.Hussey : Introduction to Corporate Planning, Pergamon Press
18. R.M.Srivastava : Business Policy & Strategic Management, Himalaya
19. Michael E.Porter : Competitive Advantage, The Free Press
20. Wright, Pringle and Kroll : Strategic Management, Prentice Hall
21. Rober J Allio & Malcolm W Pennington : Corporate Planning: Techniques and Applications, University of Michigan.
22. Arthur A. Thompson Jr. & A.J. Strickland: Strategic Management, Irwin / McGraw Hill
23. Ansoff, H. Ighor : Implanting Strategic Management, Prentice Hall
24. G. Hamel and C.K. Prahalad : Competing for the future, Tata McGraw Hill
25. Fred R. David : Strategic Management, Pearson Education
26. Thompson, Strickland, Gamble & Jain: Crafting and Executing Strategy, McGraw Hill
27. Hit, Ireland & Hoskisson: Strategic Management, Thomson Learning
28. Wheelen, Hunger & Rangarajan : Strategic Management and Business Policy, Parson Education
29. Hills & Jones : Strategic Management, Bletantra
30. Upendra Kachru : Strategic Management, Excel Books
31. Pearce & Robins : Strategic Management, AITBS
32. Johnson & Scholes : Exploring Corporate Strategy, Prentice Hall India
33. Richard Lynch : Corporate Strategy, Pearson Education

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

AB 313	LEGAL ASPECTS OF BUSINESS
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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique, ever changing procedures & practices in the field of Law in a comprehensive way.

**Course Structure:**

- **Law of Contract**-The Indian Contract Act, 1872; Nature and kinds of contracts, Essential elements of a valid contract, offer and acceptance, consideration, capacity to contract, free consent, legality and object, Types of Contracts, contingent contracts, performance of contract, discharge of contract, quasi contract, remedies for breach of contract, indemnity and guarantee, bailment and pledge, law of agency.
- **Law of sales of goods**-The sales of goods act, 1930; General principles, conditions and warranties, doctrine of caveat emptor, transfer of ownership, performance of a contract of sale, remedial measures.
- **Law of Partnership**-The Indian Partnership Act, 1932; definition and general principles, formation of partnership, rights and liabilities of partners, dissolution of partnership firms
- **Company Law**-The Indian Company's act, 1956; Company and its various forms, formation of a company, memorandum of association, articles of association, prospectus, share allotment, shares and share capital, promoters, membership of a company, meetings and proceedings, directors, managers and their remuneration, secretary, prevention of oppression and mismanagement, winding up of a company.
- **Law of Negotiable Instrument**-The Negotiable Instrument Act, 1881; meaning and types of negotiable instrument, parties to negotiable instrument, presentment of negotiable instrument, negotiation of negotiable instrument, discharge of parties, liabilities of a banker, Hundis.
- **Laws of Insurance, Insolvency, Carriage of Goods and Arbitration**-Nature and principles of insurance, life insurance, general insurance; fire insurance, marine insurance, Objects and scope of the insolvency law, procedure of insolvency, property and debt of insolvent, discharge of insolvent. Carriage of goods by land, carriage of goods by sea, carriage of goods by air, General provisions regarding arbitration, modes of arbitration
- **Miscellaneous Laws**-The essential Commodities Act, 1955, The Consumer Protection Act, 1986, The Co-operative Societies Act, 1912, The Multi-State Co-operative Societies Act, 1984, The Foreign Exchange Management Act, 1999, The MRTP Act, The Information Technology Act, 2000.

**REFERENCE**

1. Labour and Industrial Laws : P.K.Padhi, PHI Publication
2. Industrial Law : Arun Kumar, Atlantic Publishers & Dist
3. Business Law : Robert W, Emersion, Barron's Educational Series
4. Introduction to business law : Jeffrey F. Beatty, Susan S. Samuelson, Cengage Learning
5. Law for Business Students : Alix Adams, Pearson Education, Limited

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>AB 314</b>	<b>AGRICULTURE INPUT MARKETING</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with various aspects of agricultural input marketing in India. This will help them in gaining a deeper understanding of the four P's of marketing as applied to agricultural input marketing. Also an exposure to social and ethical issues is oriented in the course.

**Course Structure:**

- **Market for agricultural inputs**-Nature of demand, promotional media, nature of competition, a framework for understanding the markets for inputs, agronomic potential, agro economic potential, effective demand, actual consumption.
- **Marketing of seeds**-Government policy, product, trade practices in seed production, seed pricing, input costs, distribution system, management of seed distribution. proper storage of seeds, promotion, problems faced by seed industry, strategy for a seed enterprise, source of seeds, terms of transaction for seed procurements.
- **Marketing of fertilizers**-Nature of Indian fertilizer market, product, fertilizer distribution, marketing cost and margins, credit, dealer selection and management, fertilizer promotion and extension, promotional program, advertising in fertilizers, emerging marketing mix in fertilizer, extension strategy for the future, marketing of bio-fertilizers, strategies for fertilizer marketing.
- **Marketing of pesticides**-Market profile, structure of industry, farmer behaviour, problems of farmers in pesticide purchase and usage, marketing mix, bio pesticides market development and promotion activities, problems in marketing of bio pesticides. Integrated pest management.
- **Marketing of tractors**-Segments in tractor market, market share, nature of demand, buyer behaviour, role of distribution, promotion, MNC's.
- **Marketing of credit**-Nature of market, market segment, market players, marketing mix, marketing options.
- **Strategies for input marketing**-Client and location specific promotion, joint promotion, interdependence of input markets, management of demands, developmental marketing, usp, extension services, ethics in business, sustainability.

**REFERENCE**

1. S. P. Seetharaman : Agricultural Input Marketing, Oxford & IBH Pub. Co.
2. Manohar Lal: Marketing of Agricultural Inputs : A study of Gorakhpur District, Himalaya Pub. House
3. C. S. G. Krishnamacharyulu: Rural Marketing : Text and Cases, Pearson Education India

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>AB 315</b>	<b>SUMMER INTERNSHIP</b>	<b>(8 Credits)</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

To equip the students with the knowledge and skills needed by the finance professionals in addressing practical problems in corporate finance. From a finance professional's point of view, a good understanding of Corporate Finance is crucial to assist a company.

**Course Structure:**

- **Introduction-** The objectives of the firm, finance function, Role of finance within the firm, Corporate financing-meaning, patterns and sources, Linking Corporate and Financial Strategies-Assessing business risk, Financial risk, Correlation between business risk and financial risk, Role of Financial Markets and Financial Intermediation, Corporate governance, Financial engineering.
- **Long-Term Investment Decision-** Definition and Classification of investments, Stages in the analysis of investments, *Evaluation of investments (Fundamental evaluation)*-role of taxes, amount of investment, Net Cash Flows, Investment's Terminal Value; *Economic Evaluation of a Investments*- Net Present Value and Internal Rate of Return, Relevant Cash Flows, Payback and Accounting Rate of Return, Risk analysis in investment, Sensitivity Analysis.
- **Long-Term Financing Decision-** External Financing: Equity capital- equity markets, rights issues and private equity; Long-Term Debt- Bank Financing, the capital markets, private placements, medium-term notes, commercial paper, and corporate bonds; Internal Financing: Retained Earnings, Amortization, Provisions; Other Financing Sources: Intercompany funding, Trade finance, Project finance, Asset backed finance, Leasing, Islamic financing.
- **Financial Distress and Bankruptcy Cost-** Financial distress: Meaning, Causes, and Evaluation of financial distress with help of various model (Beaver Model, Wilcox Model, Blum Marc's Failing Company Model, Altman's Z score Model, L.C. Gupta Model); Bankruptcy cost- direct and indirect cost, bankruptcy process, liquidation and reorganisation.
- **Value Based Management-** Shareholder value, Earnings-based management, Creating value, Value Strategy, Measuring the value creation: Accounting indicators- EPS, ROE, ROCE, Economic indicators- cash flow, Shareholder value analysis, Economic profit and Economic Value Added, Cash Flow Return on Investment, Market indicators or Entire firm value measurement-Total shareholder return, Wealth added index, Market Value Added, market to book ratio, Tobin Q).
- **Financing Decision and Market Efficiency-** Efficient Markets Hypothesis, Evidence for and against Market Efficiency, Joint Hypothesis problem, Market Anomalies and the Financial Manager, Implications to Corporate finance- Firm size & liquidity, book-to- market effects, reaction to corporate financial policy.

**REFERENCE**

1. Breale, Myers, Marcus : Fundamentals of Corporate Finance, McGraw-Hill
2. Bodie, Zvi, Kane, Alex, Marcus Alan J. : Essentials of Investments, McGraw Hill/Irwin
3. Ross, Westerfield, and Jordon : Essentials of Corporate Finance, Irwin
4. Ross, Westerfield, and Jordon : Fundamentals of Corporate Finance, Tata McGraw-Hill Education
5. Robert Parrino, David S. Kidwell : Fundamentals of Corporate Finance, John Wiley and Sons

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multinational corporation.

**Course Structure:**

- **Global Financial Environment**-Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system
- **Forex and Financial Derivatives**-Foreign exchange markets, exchange rates, exchange rate theories – Mint parity, Purchasing Power Parity (PPP), Balance of Payments theory, Stable and flexible exchange rate, An integrated framework of exchange rate, interest rate and inflation rate Fischer Effect, International fisher effect. Forward contracts, currency futures and currency options. Currency swaps and interest rate swaps.
- **Management of exposure & risk**-Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.
- **International Portfolio Investment**-Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)
- **International Capital Budgeting**-The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.
- **International working capital management-**
  - i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.
  - ii) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring & Accounts receivables.
  - iii) International inventory management: Advance inventory purchases. Stockpiling.
- **International Financing Decisions-**
  - i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.
  - ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market.

**REFERENCE**

1. Alan C. Shapiro : Foundations of Multinational Financial Management, Wiley
2. P.G. Apte : Global Financial Management, Tata McGraw-Hill Education
3. Abdullah Faud A : Financial Management for the Multinational Firms, Prentice-Hall
4. Zenoff David B. & Zwick Jack : International Financial Management, Prentice-Hall
5. Maurice D. Levi : International Finance, Taylor & Francis
6. Eiteman David K & Stonehill Arthur I: Multinational Business Finance, Addison-Wesley Pub. Co
7. Buckley Adrain : Multinational Finance, Financial Times Prentice Hall,
8. Nehrt Lea C. : International Finance for Multinational Business, Intext Educational Publishers
9. Ian H. Giddy : Global Financial Markets, D.C. Heath

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the concept, tool and technique applicable in the field of Derivatives as a tool of investment and Derivative analysis.

**Course Structure:**

- **Introduction to Investment and Securities**-Meaning of investment, Investment and speculation, Investment and gambling. Investment objectives. The investment process, investment alternative-Negotiable securities, equity shares preference shares, debenture, bond, government securities, money market securities-Treasury bills, commercial paper, certificate of deposits. Non-negotiable securities- Bank deposits , post office deposits, NBFC deposit, Tax sheltered schemes, PPF,NSS, NSC, LIC, UTI, Mutual fund, real estate, art and antiques.
- **Primary Market and Secondary Market**-Relationship between primary and secondary market. Function of primary market, Parties involved in new issues \_ Managers, Registrars, underwriters. Bankers, statutory agencies. Private placement bought out deals. Book building. Function of stock exchanges. Share groups- group A,B and B. Settlement cycle. Carry forward system. Over the counter exchange of India (OITCEI). Listing of securities.
- **Regulatory Framework**-Securities and Exchange Board of India\_ Origin, function, organization and activities. Dematerialization process and re-materialization process. National securities depository Ltd (NSDL) AND Central depository services Ltd. (CDSL). Stock market indices-BSE sensx , NSE 50 (NIFTY). S& P CNX 500.
- **Risk Definition**-Types- systematic-market risk, interest rate risk, purchasing power risk, unsystematic risk-Business risk, financial risk. Measurement of risk.
- **Valuation of Securities**-The three steps process of valuation- economic analysis, industry analysis, and company analysis. General framework of valuation. Value- price relationship. Valuation of fixed income securities. Valuation of preference share and valuation of equity shares.
- **Efficient Market Theory**-Fundamental Analysis- Economic analysis, industry analysis, company analysis financial analysis. Earning of company, Growth in earnings. Technical analysis. Tools of technical analysis. Dow Theory, trend – primary intermediate and short term trends. Indicators – volume of trade, breadth of market, short sales. Odd lot trading. Moving average. Oscillators. Relative strength index (RSI). ROC, Charts- Point and figure charting, Bar charting, efficient market theory. Random walk theory, Weak form of EMH. Semi strong form and strong forms of EMH. Market inefficiencies
- **Portfolio Analysis:** Traditional portfolio analysis. Effects of combing securities. Markowitz Risk- returns optimization.
- **Portfolio Selection**-Risk and investor preference, constructing the best portfolio. Sharpe simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection.
- **Capital Market Theory**-Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory.
- **Portfolio Revision**-Meaning of portfolio revision. Need of portfolio revision. Portfolio revision strategies. Portfolio revision practices. Constraints in portfolio revision

**REFERENCE**

1. Fischer Donald E, & Jordan Ronald J : Security Analysis and Portfolio Management, Prentice-Hall
2. Pandian Punithavathy : Security Analysis and Portfolio Management, Himalaya Publishing House Pvt Ltd
3. Van Horne : Financial Management & Policy, Prentice-Hall
4. Weston J.F. & Brigham E.F. : Essentials of Managerial Finance, Hinsdale, IL: The Dryden Press
5. Walker E.W. : Essential of Financial Management, Prentice-Hall
6. Gitman & Joehuk : Fundamentals of Investing, Pearson Addison Wesley

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

AB	FO	31	CORPORATE TAX PLANNING AND MANAGEMENT
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**Course Objective:****Total Periods: 40 (4 Credits)**

Course aims to provide understanding of Direct Tax including Rules pertaining there to and application to different business situations & to understand principles underlying the Service Tax along with basic concepts of VAT.

**Course Structure:**

- **Assessment of Various Entities**-Assessment of firms and their partners, Assessment of Companies, Assessment of Co-operative Societies, Assessment of Local Authority, Assessment of Mutual Concerns, Assessment of Charitable Trusts(Theory & Problems)
- **Miscellaneous**-Income Tax authorities, Return of Income, Procedure for Assessment –Types of assessment, Appeals and Revision, Deduction of Tax at Source – Advance payment of Tax – Deduction and Collection of Tax At Source-Interest and penalties, Offences and Prosecutions – Refund of Tax.
- **Tax Planning**-Meaning of tax planning and management, tax evasion and tax avoidance-Nature and scope of tax planning and management in the corporate sector-Justification of corporate tax planning and management. Tax Planning considerations in relation to Business.
- **Wealth Tax**-Scheme of Wealth Tax-Incidence of Wealth Tax-Assets to be included in Net Wealth-Exempted, Assets-Valuation of Assets and Wealth Tax Liability -Assessment and Penalties. (Theory & Problems)
- **Service Tax**-Service Tax: Applicability and Services covered – Valuation of taxable services for service tax, Payment of Service Tax – Registration – Furnishing of Return – Maintenance of Record – Other obligations (Theory only).
- **VAT**-The Basic concept of VAT-how VAT operates-merits& demerits of VAT-a brief overview of state level VAT in India. (VAT is not to be studied with reference to any particular State VAT Law.)

**REFERENCE**

1. Vinod Singhania : Direct Taxes, Law and Practice, Taxmann Publications
2. Bhagawati Prasad : Direct Taxes, New Age International Pub
3. Girish Ahuja and Ravi Gupta : Direct Taxes, Bharat Law House
4. T. N. Manoharan : Hand Book of Income Tax Laws, Institute of Chartered Accountants of India
5. B.B.Lal & N.Vashisht : Direct Taxes, Pearson
6. S. S. Gupta : Service Tax, Taxmann
7. R. Mohan Lavis : Service Tax, Bharat Publishers, New Delhi \_

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100



**Course Objective:****Total Periods: 40 (4 Credits)**

The course is designed to provide a resourceful insight of the various pillars of financial inclusion such as micro-remittance, micro-savings, micro-credit and micro-insurance. The Course will discuss the causes for ineffectiveness of formal lending & evaluates a few current initiatives that attempt to promote higher financial inclusion in the country under different models.

**Course Structure:**

- **Financial Inclusion**-Meaning and Definition, Problems of Financial Inclusion, Factors Affecting Access to Financial Services,
- **Financial Exclusion**-Meaning, Nature, Participants Causes and Consequences Benefits Of Inclusive Financial Growth, Relationship between Financial Inclusion and Development Indicators.
- **Initiatives of Financial Inclusion In India**-Cooperative Societies Act, Rural Credit Survey Committee, Nationalization of banks, Introduction of Lead Bank Scheme, Setting up of Regional Rural banks, Introduction of Kisan Credit Card
- **Genesis and Evolution of Microfinance**-different models of microfinance operating in India Emerging Trends in Microfinance Micro-insurance- Concept, Practices and Innovations, Understanding Rural Debt , Safe Remittances for the Poor;
- **SHG**: Study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India.
- **Extending Financial Services to Poor**- Linkages between Formal and Informal Financial Institutions to Extend Financial Service to Poor People, Efforts in reducing Transaction Costs for Banks and Their Clients, Business Correspondent and Business Facilitator Outreach Model for Banks, The Post Office model, Financial Literacy and Counseling of Rural People.
- **Challenges for the Future**-Inclusive Growth through Rural Employment, the Micro-enterprises Model, Unique Identification Number and Financial Inclusion, Best Practices in Financial Inclusion and Case Studies

**REFERENCE**

1. K G Karmarkar, G D Banerjee, N P Mohapatra: Towards Financial Inclusion In India Sage Publication
2. Desai, Vasant : Rural Development in India. Himalaya Publishing House
3. Rohtagi : Rural Banking & Overdues Management Cybertech
4. Patnaik UC : Rural Banking in India Anmol Publications
5. Basu Priy : Improving Access to Finance for India's Rural Poor World Bank Publications
6. Bhatnagar Amitabh : Rural Micro finance & Microenterprise Concept Publishing
7. Sohano & Balakrishna : Indian Rural Banking – the Changing Paradigm, ICAFI
8. Sujatha B : Financial Inclusion: Concepts and Strategies, ICAFI
9. Ravichandran Krishnamurthy : Financial Inclusion VDM Verlag
10. Sameer Kocchar, K C Chakrabarty and C Rangarajan: Speeding Financial Inclusion Academic Foundation

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The purpose of this course is to introduce the student to the new field of behavioural finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. While behavioural finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioural finance is the study of how investors' interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behaviour.

**Course Structure:**

- ↪ **Conventional finance and challenges**-to market efficiency, Building Blocks of Behavioural Finance - Cognitive Psychology and the Limits to Arbitrage, Psychology of investors behaviour, Neurophysiology of risk-taking, Personality traits and risk attitudes
- ↪ **Brief History of Rational Thought**-Pascal-Fermat to Friedman-Savage, Prerequisites for Rational Choice and Quasi-Rational Choice
- ↪ **Decision-making**-under risk and uncertainty, Expected Utility Theory, Decision-making in historical prospective, Allais and Elsberg's paradoxes, Errors in Decision-Making
- ↪ **Prospect theory**, Loss aversion theory, and Mental Accounting
- ↪ Heuristics and biases, overconfidence and emotion, financial decision-making stemming from heuristics and biases, overconfidence and emotion
- ↪ **Group Behaviour**-Conformism, herding, fatal attractions

**REFERENCE**

1. H. Kent Baker, John R. Nofsinger : Behavioural Finance: Investors, Corporations, and Markets, John Wiley and Sons
2. William Forbes : Behavioural Finance, John Wiley and Sons
3. Lucy Ackert, Richard Deaves : Behavioral Finance: Psychology, Decision- Making, and Markets, Cengage Learning

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The Course intends to educate and create awareness among the students about various aspects of Labour and Employment Law and thus equip them to handle this delicate subject with maturity, objectivity and understandings.

**Course Structure:**

- ↪ The course consists of various Acts related to Labour and Employment Laws in India with respect to their enactment, definitions and different provisions. The Acts are as follows:
- ↪ The Factories Act, 1948
- ↪ The Workmen's Compensations Act, 1923
- ↪ The Employees State Insurance Act, 1948
- ↪ The Employees' Provident Fund and Miscellaneous Provisions Act, 1952
- ↪ The Payment of gratuity Act, 1972
- ↪ The Maternity Benefit Act, 1961
- ↪ The Minimum Wages act, 1948
- ↪ The Industrial Employment (Standing Orders) Act, 1946
- ↪ The Payment of Bonus Act, 1966
- ↪ The Apprentices Act, 1969
- ↪ The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959

**REFERENCE**

1. S. N Mishra : Labour Laws, Deep & Deep Publications
2. S. C Srivastava : Social Security and Labour Laws, Universal Delhi
3. Madhavan Pillai : Labour and Industrial Laws, Jain Book Depot
4. V. V Giri : Labour problems in Indian Industry, Asia Pub. House
5. N. D. Kapoor : Elements of Mercantile Law, Sultan Chand and Sons

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

In this course, the students are to be acquainted with the Industrial relations framework in our country, the importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike are to be emphasised. Further, the students are to be acquainted with Social Security Frame-work prevailing in our Country. It is necessary to know the concept of social security, its importance and also constitutional basis for the same in India.

**Course Structure:**

- **Introduction to Industrial Relation**-Concept, evolution, characteristics, scope, components, factors affecting industrial relations, approaches to IR, IR in India, prerequisites of successful industrial relation programme.
- **Industrial Conflicts/Disputes**- Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, factors of industrial disputes/conflicts, Strikes-forms, prevention of strikes, lock-outs, gheraos, Ways to achieving industrial peace, Code of discipline in industry.
- **Grievances Handling**- meaning, nature, causes of grievances, procedure for redressal.
- **Collective Bargaining**-meaning, principles, contents, forms, process and levels of collective bargaining, formats of agreements, Typologies, productivity bargaining, pre-requisite of effective collective bargaining, collective bargaining in India.
- **Workers' Education**-content, significance, rationale behind workers' education, workers' education scheme in India- objectives, functions and problems.
- **Workers' Participation in Management**: concept, determinants, form and levels of participation, schemes of workers' participation in management in India.
- **Trade Union**: concept, purpose, functions, types, trade union and politics, trade union in India, major all-India trade unions, employers' organizations, Trade Union Act, 1926- major definitions, registration, rights, privileges, obligations and liabilities of a registered trade union.
- **Settlement Machinery**-Mediation and Conciliation- function, process, conciliation machinery, Arbitration-advantages, disadvantages, types, qualification of arbitration, procedure of investigation, submission of award, Adjudication-importance, types and three-tier adjudication, labour court, industrial tribunals.
- **Industrial Dispute Act, 1947**: Causes of disputes, Authorities under the Act, Procedure and Power of Authorities, Award and Settlement of industrial dispute.

**REFERENCE**

1. Owen, W.V. & Finston, H.V : Industrial Relations, Appleton-Century-Crofts
2. I.I.P.M. : Personnel Management in India
3. Heckman, I.L. & Hunuyager, S.C : Management of Personnel Function, London: Business Publication Ltd
4. Mehrotra, S.N. : Labour Problems in India.
5. Sen, Ratna : Industrial Relations in India, Macmillan Publishers India
6. Memoria, C.B. : Industrial Relations, Himalaya Publication
7. Chhabara, T.N. and R.K. Suri :Industrial Relations- Concepts and Issues, Dhanpatria & Co
8. Any book concerned with Labour Acts and Industrial Law

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The objective is to gain familiarity with the concept and skills to manage and improve organizational culture collaboratively. It seeks to educate how organizational goals are attained by furthering the human values in individuals.

**Course Structure:**

- **Understanding the Concept of Intervention**-Nature, scope and definition of Organizational Development; achieving organizational improvement with Organizational Development; Organizational Development vs. the traditional interventions; brief overview of Laboratory –training and survey research & feedback methodology
- **Underlying Assumptions about People as Individuals**-about people in groups and about people in organizational systems; assumptions relating to values in the client organization; values and belief systems of Change agents, Concept of System & Organizational Development
- **Operational Components of Organizational Development**- the diagnostic component, intervention/action taking component and process maintenance component, Understanding the belief of: action-should follow – research and research–should follow - action
- **OD Interventions**-overview, team building interventions and their rationales; Intergroup team building and the organization mirror intervention; personal, interpersonal and group process interventions; nature of comprehensive OD interventions; structural interventions & OD, conditions important for successful OD efforts

**REFERENCE**

1. Wendell L.Freanch & Cecil H. Bell Jr : Organizational Development, PHI, New Delhi
2. Management & Organizational Development : The Path from XA to YB New York McGrawhill
3. Organizational Renewal : Gordon L.Lippit New York, Century Crofts

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

AB	HO	31	EMPLOYEE WELFARE AND COMPENSATION MANAGEMENT
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

**Course Structure:**

- **Compensation Management**-Compensation management process, Basis of compensation management, motivation and financial and non -financial compensation, compensation philosophies of compensation process, Assessing job values & relativities; Pay structures; Paying for performance, skills and competence.
- **Employee Benefits**-Employee benefits and total remuneration, Special aspects of compensation mergers and acquisitions and compensation policies for new and start up organization, Provisions governing different components of compensation and working of different institutions
- **Legal Aspects of Compensation**-Objectives, structure and provisions of legislations on wages and bonus i.e. the minimum wages Act, 1948, the Payment of wages Act, 1936: The Payment of Bonus Act, 1976. Determination of wages D.A. and other monetary benefits through Industrial Tribunals, Case law, recent trends, and working of these laws
- **Recent Developments in Compensation Management**-Innovations in the area of compensation management in Indian and MNCs operating in India and abroad

**REFERENCE**

1. S. N Mishra : Labour Laws, Jain Book Agency
2. S. C Srivastava : Social Security and Labour Laws, Eastern Book Company
3. Madhavan Pillai : Labour and Industrial Laws, Jain Book Agency
4. V. V Giri : Labour problems in Indian Industry, India Asia Publishing House
5. N. D. Kapoor : Elements of Mercantile Law, Sultan Chand and Sons

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The course has been designed for presenting giving Human Resource practitioners an idea of Performance Appraisal, Demands of the organization and how the Environmental factors affect performance.

**Course Structure:**

- **Introduction**-Understanding Performance Management, Nature and scope of Performance Management System, Process and elements of Performance Management, Effectiveness in Performance Management, Relationship between Organizational Structure and Performance; Importance of documenting employee performance
- **Performance Appraisal**- Performance Management Vs Performance Appraisal, Need for Performance Appraisal, Realistic appraisal, Steps and Methods of Performance Appraisal: Graphic Rating Scale, Alternative Ranking, Paired Comparison, Forced Distribution, Critical Incident, Narrative Forms, Computerized and Web-based, Problems in appraisal, Supervisor's role in appraisal.
- **Organizational Demands and Performance Management**-Organizational Strategy and Performance Management, Organizational Culture & Performance Management, Employee concerns-perceptions of procedural and distributive justice, employees' responsiveness to performance feedback, achieving work/life balance.
- **Environmental Influences and Performance management**-Influence of Labour force trends, Technology, Globalization and Ethics on performance management, Employee perceptions of the Performance Management system, employee reactions to surveillance and monitoring.

**REFERENCE**

1. Performance Management : Herman Aguinis Pretince Hall New Delhi
2. Performance Management System & Strategies: Dipak Bhattacharyya Pearson Education ND
3. Performance Management : Robert Bascal McGrawHill
4. Strategies for Performance Management: Excel Books New Delhi
5. Human Resource Management : Garry Dessler, Pearson Education, New Delhi
6. Human Resource Management : David Lepak & Mary Gowan, Pearson Education, New Delhi

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The course will critically explore how human resource information systems are applied in organizations to support organizational strategy, improve efficiency and flexibility, increase productivity and performance, and ensure compliance with employment law. The focus will be on merging computer technology with a strategic human resource management perspective in order to maximize the performance of business.

**Course Structure:**

- **Introduction**-Information and management, Characteristics, types and attributes of information, Traditional structure of an organization, Business systems, Interdependence between organizations and information systems, Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens];
- **Fundamentals of Human Resource Information Systems (MIS)-HRIS**- HRIS Basics, Human resource policies and practices enabled by HRIS, Applications of HRIS: Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis- Concept & Mechanics; Standard Software and Customized Software; HRIS – An Investment;
- **HRDL Cycle**–Human Information systems development, Methodologies, Approaches to systems development, Stages of the SDLC, Prototyping, HR responsibility in each phase of HRIS development, Pre implementation stage of HRIS, HRIS planning, HRIS expectation, Productivity through HRIS , HRIS cost-benefit value analysis. HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control
- **HRI Systems**-Systems for leave accounting, Payroll, ICT, Incentives, **Performance appraisal**, Group Decision Support Systems (GDSS) in HRIS, Enterprise Resource Planning (ERP). Emerging Trends in HRIS –Organization Structure & Related Management Processes including authority & Responsibility, Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making
- **Requirement analysis and tasks for requirements analysis**- Overview of design of an Human Resource Information System, Gathering, Roles of people in software, Systems analysts, General model of MIS, System development, Model, Role of System Analyst and Business Analyst. Data Collection Methods - Obtaining data for marketing decisions, Collecting data, Types of data, Primary research methods, Types of research, Additional data collection methods, Database, Database lifecycle (DBLC), Concept of database management system

**REFERENCE**

1. K. C. Laudon and J. P. Laudon : Management Information Systems–Managing the Digital Firm, Prentice-Hall India, New Delhi, 2006
2. James A O'Brien & George M Marakas : Management Information Systems, McGraw-Hill, ND, 2007
3. Vincent R. Ceriello and Christine Freeman : Human Resource Management Systems: Strategies, Tactics, and Techniques, John Wiley & Sons, New York, 1998
4. Michael J. Kavanagh & Mohan Thite : Human Resource Information Systems: Basics, Applications, & Future Direction, Sage, UK, 2008
5. Teresa Torres-Coronas and Mario Arias : Encyclopedia of Human Resources Information Systems: Challenges in E-HRM, Oliva idea Group Inc (IGI), UK, 2008
6. Henry C. Lucas : The Analysis, Design and Implementation of Information Systems, McGraw-Hill, New Delhi, 1991
7. Michael Armstrong : A Handbook of Human Resource Management Practice, Kogan Page/Elizabeth Houldsworth and Dilum Jirasinghe : Managing and Measuring
8. Employee Performance : Understanding Practice, Kogan Page. Jack J Phillips : Accountability in Human Resource Management, Gulf Professional Publishing.

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100



AB	MC	31	CONSUMER BEHAVIOUR
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**Course Objective:****Total Periods: 40 (4 Credits)**

Objective of this course on Consumer Behavior is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The course will be based on real life case-studies from Indian environment.

**Course Structure:**

- **Understanding Consumer Behavior**-Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Factors influencing Consumer Behavior
- **Consumer Decision making process**-Concept of Consumer Decision; Levels of Consumer Decision Making; A Model of Consumer Decision Making
- **Consumer Motivation**-The concepts of motivation; Maslow's Theory of Motivation; Role of Motives in Guiding Behavior; Involvement of Consumer
- **Consumer Learning and Experience**-Introductions to Consumer Learning; Learning Theories; Brand Equity and Brand Loyalty
- **Group Influence on Consumption**-Role of reference groups; Effect of reference groups on consumer decision making; Examples of endorsement by celebrities
- **Influence of Culture on Consumer Behavior**-Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets
- **Values, Lifestyles, and Psychographics**-Impact of Values, Lifestyles and Psychographics on buying behavior; Demographics, Lifestyles and Psychographics; Values and Value Systems
- **Organizational Buying Behavior**-Difference between Consumer and organizational buying; Characteristics of Organizational Buying; Factors affecting Organizational Buying
- **e-Consumer Behavior**- e-Business; Applications to Consumer Behavior; The Computer Age.
- **Changing Indian Consumer Behavior**-Drivers of Change; Changing Consumer Trends; Rural Consumer Behavior; New Consumption Patrons

**REFERENCE**

1. D. L. Loudon, J. Albert Della Bitta : Consumer Behavior; Concepts and Applications, Tata McGraw Hill Publishing Company Limited
2. D. I. Hawkins, R. J. Best, and K. A. Coney: Consumer Behavior: Building Marketing Strategy, Tata McGraw-Hill Publishing Company Limited.
3. F. R. Kardes : Consumer Behavior and Managerial Decision Making, Prentice Hall of India Private Limited
4. Henry A. : Consumer Behavior and Marketing Action, Thomson Asia Pte Ltd.
5. K.K. Srivastava, S. Khandai : Consumer Behavior in Indian Context, Galgotia Publishing Company.
6. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar: Consumer Behavior, Pearson Education Inc.
7. M. Evans, A. Jamal, & G. Foxall : Consumer Behavior, John Wiley & Sons LTD.
8. M. Khan : Consumer Behavior, New Age International Publishers.
9. M. R. Solomon : Consumer Behavior Buying, Having and Being, PHI Learning Private Limited
10. R. Majumdar: Consumer Behavior: Insights from Indian Market, PHI Learning Private Limited.
11. R. D. Blackwell, P.W. Miniard, & J. F. Engel: Consumer Behavior, Cengage Learning India Private Limited.
12. S. R. Nair : Consumer Behavior Consumer Behavior & Marketing Research, Himalaya Pub. House.
13. W. D. Hoyer & D. J. MacInnis : Consumer Behavior, Houghton Mifflin Co. USA.

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

To familiarize the students with the different elements of Integrated marketing communications, so that they can look at marketing communications with a holistic approach. The course is designed to enable the students to learn the basics of marketing communications.

**Course Structure:**

- **Introduction:** Concept of Integrated Marketing Communications (IMC), Process and Role of IMC in Marketing, Promotion mix - Advertising (Classification of advertising, types, advertising appropriation, advertising campaigns), Sales Promotion (Different types of Sales Promotion, relationship between Sales promotion and advertising) , Publicity (Types of Publicity, relationship between advertising and publicity), Personal Selling, Direct marketing and direct response methods, Interactive / Internet Marketing
- **Objectives for IMC Programs:** Determining Promotional Objectives, DAGMAR approach, establishing and allocating promotional budget
- **IMC Message Design-**The Creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. (Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Client Evaluation and approval of Creative Strategy/work.
- **Media Management-**Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross media concept; and media research.
- **Facilitators in IMC-**Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship, account Planning; Hoarding Contractors; Printers, etc.
- **Ethics and social responsibility in IMC campaigns**
- **Emerging Concepts and Issues Marketing Communications**

**REFERENCE**

1. Aaker & Myers : Advertising Management, Prentice Hall Inc.
2. Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.
3. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
4. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth- Heinemann Publication
5. Duncon : Integrated Marketing Communications, TMH
6. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, & Marketing Communications, Pearson Education, Limited
7. Otto Kelpner : Advertising Procedure; Prentice Hall Inc.
8. Rathore : Advertising Management; Himalaya Publishing House
9. Rahtz Don R : Integrated Marketing Communication; Cengage Learning
10. Sandage, Fryburger & Rotzoll : Advertising Theory & Practices; Richard D Irwin Inc., Homewood, Illinois
11. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, Cengage Learning
12. Wells, Burnett & Mariarity : Advertising Principles & Practices; Prentice Hall of India
13. Wright, Warner, Winter & Zeigler : Advertising, McGrawHill Education

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The paper is designed to impart the skill based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject. The purpose of the syllabus is to not just make the students aware of the concepts and practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working.

**Course Structure:**

- **Customer Relationship Management Fundamentals**-Theoretical perspectives of relationship, Evolution of relationship marketing, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Implementation, People factor in CRM
- **Dimensions of Customer Relationship Management**
- **Customer Satisfaction:** Meaning, Definition, Significance, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction
- **Customer Loyalty:** Meaning, Definition, Significance, Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Benefits of Customer Loyalty, Dimensions of Customer Loyalty, Determinants of Customer Loyalty, Drivers of Customer Loyalty
- **Service Quality:** Meaning and Definition of Service Quality, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps.
- **Customer Relationship Management: Technology Dimensions**-E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM softwares.
- **Emerging Concepts and Perspectives in Customer Relationship Management:**
- To be announced by the Teacher at the beginning of the session

**REFERENCE**

1. Kristin Anderson, Carol Kerr : Customer relationship management, McGraw-Hill Professional
2. Federico Rajola : Customer Relationship Management: Organizational & Technological Perspectives, Springer
3. Rajendra Kumar Sugandhi : Customer Relationship Management, New Age International
4. Jagdish N. Sheth : Customer relationship management: , Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education
5. Gerhard Raab : Customer relationship management: a Global Perspective, Gower Publishing, Ltd.
6. Ed Peelen : Customer Relationship Management, Pearson Education India
7. Francis Buttle : Customer Relationship Management, Butterworth-Heinemann
8. Judith W. Kincaid : Customer Relationship Management: Getting It Right, Prentice Hall Professional
9. Lakshman Jha : Customer Relationship Management: A Strategic Approach, Global India Publications
10. Alok Kr. Rai : Customer Relationship Management : Concepts and Cases, PHI

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy like India. Further, the course in Services Marketing is intended to broaden students' view of marketing to give an understanding of how marketing is practised in service organizations and how it will be managed in the future.

**Course Structure:**

- **Introduction to Services Marketing**-Emergence of Services Economy; Nature and Definitions of Services; Classification of Different, Types of Services; Differences in Goods versus Services Marketing; Services Marketing Mix; Trends in Services Marketing
- **Understanding Consumers' Behavior for Services**-Consumer Purchase Behavior in services; Consumer Decision Making Process; Meaning and Types of Service Expectations; Services Encounters and Consumer Satisfaction; Segmenting, Targeting and Positioning of Services.
- **Services Marketing Mix**-New Service Development and Blueprint; Services Product Strategies; Approaches to Pricing Services and Pricing Strategies; Designing the Service Communication Mix; Branding of Services; Distributing Services – Context and Options; Physical Evidence of a Service.
- **Effective Service Delivery Process**-Understanding Capacity Constraints and Demand Patterns; Strategies for Matching Capacity and Demand; Waiting Line Strategies; Designing and Managing Service Processes; Employees' and Customers' Role in Service Delivery
- **Implementing Service Marketing**-Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behavior; Consumer Response to Effective Service Recovery; Principles of Service Recovery; CRM in Services
- **Contemporary Issues in Services Marketing** -The content of the unit depends upon the recent developments in the field of services marketing, which would be declared by the respective faculty during the coverage of syllabus.

**REFERENCE**

1. Lovelock, Christopher H. : Services Marketing, Pearson Education, New Delhi
2. Zeithaml V.A. & Bitner M.J. : Services Marketing, Tata McGraw Hill, New Delhi
3. Verma H.V. : Marketing of Services, Global Business Press, New Delhi
4. K. E Clow & David L Kurtz : Services Marketing, Biztantra
5. Govind Apte : Services Marketing, Oxford Publications
6. Swartz & Iacobucci : Handbook of Services Marketing & Management, Sage Publications.
7. Hoffman & Bateson : Services Marketing, Cengage Learning, New Delhi

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business.

**Course Structure:**

- **Importance and Challenge of International Marketing**-Definition of International Marketing: Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management;
- **Analysis of International Marketing Environment and Identifying Foreign Markets** - Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences.
- **International Marketing Intelligence and Research** - Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research.
- **Planning Entry and Operations Strategies**-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.
- **International Product Policies** - Strategic Considerations in Making Multinational Product Decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions.
- **International Pricing Decisions**-Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing.
- **International Distribution System and Logistics**-International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution.
- **International Marketing Communication**-Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising.
- **Emerging Issues and Developments in International Marketing**-To be announced at the beginning of the session.

**REFERENCE**

1. Sak Onkvisit and John Shaw : International Marketing-Analysis and Strategy, Taylor & Francis
2. Varshney & Bhattacharya : International Marketing Management, Sultan Chand & Sons
3. S.C. Jain : International Marketing Management, Boston : Kent Publishing
4. S. Hollensen, A. Thornhill, P. Lewis : Global Marketing-A Decision Oriented Approach, Pearson Edu. Limited
5. Warren J. Keegan : Global Marketing Management, Pearson Education India
6. M. R. Czinkota & I. A. Ronkainen : International Marketing, Cengage Learning
7. Fayerweather, John : International Marketing, Prentice Hall Inc
8. Sarathy, R and V. Terpstra : International Marketing, Dryden Press

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing practices in Indian context.

**Course Structure:**

- **Introduction:** Rural Marketing – Concept & Scope, Attractiveness & Challenges of Rural Markets, Rural vs. Urban Markets.
- **Rural Marketing Environment-**Rural Market in India, Size and Scope, Environment and Emerging Profile of Rural Markets in India
- **Rural Consumer Behavior-**Rural Consumers Dimensions - Buying Decision Process, Marketing Mix for Rural Marketing,
- **Researching Rural Market-**Research approach, Rural Marketing Information System, Diffusion of Innovation
- **Rural Marketing Strategies:**
  - **Rural Market Segmentation-**Basis and Strategies, Positioning Strategies for Rural Market.
  - **Product Strategy-**Product Planning & Strategies for Rural Markets, New Product Development: Consumer Adoption Process, Product Mix.
  - **Pricing Strategies for Rural Markets-**Pricing Policies, Innovation in Pricing of the Products.
  - **Communication Strategy-**Challenges in Rural Communication, Advertising and Sales Promotion for Rural Markets, Setting Communication Objectives, Rural Media: Media Innovation, Branding in Rural India, Brand Loyalty Vs Stickiness, Fake Brands - Strategies to Counter Fake Brands.
  - **Distribution Strategy-**Issues in Rural Distribution Channels, Tapping the Rural Markets, Rural Distribution Strategies, Rural Retailing, Haats/Shandies, Vans & Mobile Stores, Innovation in Rural Distribution System.

**REFERENCE**

1. P. Kashyap & S. Raut : Rural Marketing, Biztantra
2. T.P. Gopal Swamy : Rural Marketing, Vikas Publishing House
3. B. Dogra & K. Ghuman : Rural Marketing, TMH
4. S. K. Velayudhan : Rural Marketing, SAGE Publication
5. U.C.Mathur : Rural Marketing, Excel Books,
6. C G Krishnamacharyulu, L. Ramakrishnan: Rural Marketing, Pearson Education
7. Habeeb Ur Rahman : Rural Marketing, HPH,
8. Sukhpal Singh : Rural Marketing, Vikas Publishers
9. Minouti Kamat& R. Krishnamoorthy : Rural Marketing, HPH, Agricultural

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to develop the understanding of various components of integrated supply chain. The learning is focused on developing the supply chain to suit not only the domestic operations but also the global operations.

**Course Structure:**

- **The Foundation of Supply Chain Management**-Overview and Evolution of Supply Chain Management; Supply Chain Concepts and Models; Strategic Fit Concept of SCM; SCM- An Organization Spanning Activity; SCM as a Tool to Gain Competitive Advantage.
- **Key Processes of Supply Chain Management**-Supply Chain Planning; Purchasing in Supply Chain; Supply Chain Network Design & Manufacturing; Inventory and Warehousing in SCM; Supply Chain Transportation Decisions.
- **SCM Enablers**-Tools and Techniques of Information & Communication Technology (ICT) in Supply Chain; Supply Chain Forecasting; Buyer-Supplier Partnership; Customer Relationship Issues in SCM
- **SCM Administration**-Supply Chain Cost Analysis & Pricing; Supply Chain Risk Management; HR Issues in SCM; Supply Chain Performance Measurement
- **Contemporary Issues in SCM**-The content of the unit depends upon the recent developments in the field of SCM such as Lean Approach; Green SCM; Reverse Logistics etc., which would be specifically declared by the respective faculty during the coverage of syllabus.

**REFERENCE**

1. Chopra Sunil & Meindell P. : Supply Chain Management, Pearson Pub., New Delhi
2. Agrawal D.K. : Supply Chain Management, Macmillan Press, New Delhi
3. Shah J. : Supply Chain Management, Pearson Pub., New Delhi
4. Ballou R.H. : Business Logistics / SCM, Pearson Pub., New Delhi
5. David Simchi-Levi et al. : Designing and Managing the Supply Chain: Concepts, Strategies, and Test Studies, McGraw-Hill.
6. Jeremy F. Shapiro : Modeling the Supply Chain, Duxbury.
7. Terry P. Harrison, et al. ed. : The Practice of Supply Chain Management: Where Theory and Application Converge, Kluwer Academic Publishers.
8. Mentzer John T. : Supply Chain Management, Sage Publication, New Delhi
9. Sahay B.S. : Supply Chain Management for Global Competitiveness, MacMillan Publication, New Delhi.
10. Burt Dobler and Starling : World Class Supply Management, Tata Mcgraw Hill.
11. Coyle Bondi and Langely : The Management of Business Logistics: A Supply Chain Perspective, Thomson South Western

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The course will critically explore the various dimensions of planning that are needed for Operations and Production Management. Operations Management has been an indispensable component of all manufacturing and service organizations. The focus of the paper will be to acquaint learners with the various planning dimensions and areas that are the basis of an effective operations strategy.

**Course Sstructure:****Introduction-Explaining the relationship of operations management to other aspects of the organization's operations**

- ↳ An overview of operations strategy and its importance to the firm.
- ↳ Design of products/services and processes and how this relates to operations and supply.
- ↳ The concept of sustainability in operations management.
- ↳ Operations Management as a strategic process.
- ↳ Processes in Operations Management; Role and Relevance of Planning Function in Operations Management.

**Application:**

- ↳ Systems used in operations management: Manufacturing Resource Planning II (MRPII); Optimized Production Techniques (OPT) and Enterprise Resource Planning (ERP).
- ↳ Different methods of quality measurement (e.g. Servqual).
- ↳ Demand Management (The Made-to-stock , the Assemble-to-order, make to order environment, sales and operations planning, master production scheduling , dealing with customers on a day-to-day basis, Information use in Demand Management , monitoring customer relationship management, outbound product flow, CANBAN)
- ↳ External quality standards (e.g. for Vendors, Suppliers, Dealers, Agents)
- ↳ Use of process maps to present the flow of information and products in: a) Manufacturing, b) Service industries.
- ↳ Process Automation (Simulation, Automation, Robots, Group technology, Flexible, Manufacturing Systems).
- ↳ Methods of managing operational capacity in product and service delivery (e.g. use of queuing theory, forecasting, flexible manufacturing systems).
- ↳ Application of lean techniques to services; The characteristics of lean production; Criticisms and limitations of lean production.
- ↳ Practices of continuous improvement (e.g. Quality circles, Kaizen, 5S, 6 Sigma).
- ↳ Developing relationships with suppliers, including the use of supply portfolios.
- ↳ Contemporary issues and practices in Operations Planning (other Production Systems, Economic Considerations, lean current and re-engineering)

**REFERENCE**

1. Stevenson, J. William : Operations Management, McGraw-Hill Irwin
2. Plossl, G.W. : Production and Inventory Control; Principles and Techniques, Englewood Cliffs, NJ, Prentice-Hall
3. Phillip F. Ostwald and Jairo Munoz : Manufacturing Processes and Systems; Wiley India
4. Jay Heizer and Barry Render : Operations Management ; Prentice Hall
5. Monks, Joseph G., : Operations Management; Theory and Problems, McGraw-Hill
6. Mikell P. Groover, : Fundamentals of Modern Manufacturing; Wiley India

<b>PATTERN OF EXAMINATION:</b>	Marks
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Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100



**Course Objective:****Total Periods: 40 (4 Credits)**

The aim of this is to make students opting for Operation as specialization proficient in various aspects of material management.

**Course Structure:**

- **Introduction**-Dynamics of Materials Management. Materials Management at Micro-level. Materials Management at macro-level. Inventories of Materials. Total concept. Definition . A Brief history of development.
- **Forecasting and objectives**-Systems Design. Control of the flow of materials. Forecasting and planning. Forecasting methods. Object of Material Management.
- **Planning, Purchasing and Procurement**-Mapping the materials plan work. The materials cycle and flow control system. Materials Budget. Purchasing principle, procedure and practices. Fundamental objective of purchasing. Responsibilities and limitation, source of supply and supplier selection, supplier qualities assurance program. Buyer has supplier relationships.
- **Store Management and Operations**-Storage systems. Store location and layout. Developments of storage – centralize and decentralize. Standardization and Variety Reduction, Material codification and its Advantage and Disadvantages.
- **Computerization of Material Management**-Material Requirement Planning (MRP) Foundation for Materials Requirement Planning, Importance of Planning Parameters. Understanding the Impact of MRP.

**REFERENCE**

1. A.K.Dutta : Material Management; Procedure Text and Case, Prentice Hall of India
2. P. GopalKrrishanan & N Sunderasion: Material Management : An Integrated Approach, PHI, Learning
3. A.K.Singh : Material Management, Lakshmi Publication (P) LTD.
4. Stan C Mcdonald : Material Management : An Executive Supply chain Guide, John Wiley & Sons.
5. Asit K.ghosh & Prem Kumar : Material Management, Anmol Publications Pvt. Ltd.
6. J.R. Tony, Arnold, S. & N. Chapaman : Introduction to Material Management, Prentice Hal
7. S.Chatterji : Applied Material Management, Sage Publication
8. S.S.Katoch : Mataerial Management, Anmol Publication Pvt Ltd.
9. D. S Ammer : Material Management and Purchasing, R.D. Irwin 1980
10. William R. Steizer : Material Management, Prentice Hall

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

AB	OO	31	PROJECT MANAGEMENT
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**Course Objectives:****Total Periods: 40 (4 Credits)**

To make students aware of difference between normal operations and the project. Various techniques of project planning, project control and emergency control procedures and listed here with.

**Course Structure:**

- **Project Management Concepts:** Concept, characteristics of a project, importance of project management, project organizational structure.
- **Project Planning: Project Planning and Scheduling techniques:** Developing the project network CPM/PERT, Forward Pass and backward pass, reducing project duration.
- **Project Quality Management:** Concept of project quality, responsibility for quality in projects, quality management at different stages of project, tools and techniques, Quality Management Systems, TQM in projects.
- **Managing Project Teams:** Team development process, team building process, stages in developing a high performance project team, project team pitfalls.

**REFERENCE**

1. Clifford F Gray, Erik W Larson :Project Management-The Managerial Process. Tata Mcgraw-Hill Publishing Co Ltd
2. Jack Meredith, Samuel J. Mantel Jr. : Project Management- A Managerial Approach.
3. John Wiley and Sons John M Nicholas :Project Management for Business and Technology Prentice Hall of India Pvt ltd.
4. James P Lewis :Project Planning, Scheduling and Control. Tata Mcgraw-hill

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to introduce students to enterprise system applications appropriate for knowledge management, a strategic resource allocation process, involving transactions, interactions and relationships among data and people with global, complex business organizations.

**Course Structure:**

- **Introduction to ERP**-Overview and Evolution of ERP-II through MRP, MRP-II & ERP; Opportunities and Problems of ERP; Identifying Benefits of ERP; Conceptual Model of ERP; ERP and the Competitive Advantage.
- **Understanding Business Processes**-Concept of Business Process; Rethinking of the Processes; Emergence of Re-engineering Concept; Identification of Re-engineering Needs; Preparing and Conducting Business Process Re-engineering.
- **ERP Implementation**-ERP Implementation Lifecycle; Implementation Methodology; Hidden Costs; Organizing the Implementation - Vendors, Consultants and Users; Contracts with Vendors, Consultants and Employees; Project Management and Monitoring; Pre & Post ERP Implementation Issues.
- **Modules of ERP**-Introduction to Basic Modules of ERP System: HRD - Personnel Management; Training and Development; Skill Inventory; Material Planning and Control - Inventory; Forecasting; Manufacturing – Production Planning; Production Scheduling; Production Control; Sales and Distribution; Finance; Resource Management in global scenario; Add-on Modules – SCM, CRM, TMS etc.
- **The ERP Market**-Issue of Standard Vs. Customized ERP Solution; ERP Packages at Market – Introduction to SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc. (SSA), QAD etc.; A Comparative Assessment and Selection of ERP Packages and Modules.
- **Contemporary Issues in ERP**-The content of the unit depends upon the recent developments in the field of ERP, which would be specifically declared by the respective faculty during the coverage of syllabus.

**REFERENCE**

1. Alexis Leon : ERP Demystified, Tata McGraw Hill, New Delhi
2. Garg V.K. & Venkitakrishnan N K : Enterprise Resource Planning – Concepts and Practice”, PHI, New Delhi
3. Rahul V Altekar, P. : Enterprise Resource Planning, Theory and Practice. Prentice Hall of India
4. Applegate, L.M., Austin, R.D. & McFarlan, F.W. : Creating Business Advantage in the Information Age, McGraw-Hill.
5. Monk, E. & Wagner, B. : Concepts in Enterprise Resource Planning, Thomson Course Technology.
6. Olson, D.L. : Managerial Issues of Enterprise Resource Planning Systems, McGraw-Hill.
7. Sandoe, K., Corbitt, G. & Boykin, R. : Enterprise Integration, John Wiley & Sons, Inc.
8. John Antonio : The SAP/3 Handbook, Tata McGraw Hill, New Delhi

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to introduce the innovation process and its management; to provide insights into the process to be followed in order to manage technological change; to explore the effects of technology on the work force and the quality of work life. Technology and innovation are value drivers and that management decisions should be anchored in the fundamental objective of the creating competitive advantage.

**Course Structure:**

- **Introduction-Technology:** Definition and Characteristics, Management of Technology, Two contemporary perspectives in Management, Key concepts.
- **Technological Environment-**Environment and Technological Environment, Actors in the Technological Environment, Changes in the Technological Environment, Major current developments in the Technological Environment
- **Process of Technologies Change-Innovation-** Overview of the Dynamics of Technological Change, Concept of Innovation, Innovation Dynamics at the firm level, Technology Evolution, Characteristics of Innovative Firms
- **Process of Technologies Change-Diffusion –** Concept of Diffusion, Dynamics of Diffusion, A model of Innovation Adoption, Factors that Drive the Process of Diffusion, Influence of Environmental Trends on Diffusion
- **Technology and Competition-**Competitive Domains, Competitive consequences of Technological Change, Technological Characteristics of Competitive Domains
- **Process Innovation, Value chains and Organization-**Drivers of change in value chain, Modes of Value chain configuration, Value chain configuration and Organizational characteristics, Design of work and careers, Influence of Environmental Trends.
- **Technology Intelligence-**Introduction, Mapping Technology Environment, Mechanism for Data Collection, Analytic tools, Managing Environmental Analysis in Organizations
- **Technology Strategy-**Overview-Technology Business Connection, Technology Strategy: Definition, The key Principles Underlying Technology Strategy, Technology Strategy Types, A frameworks for formulating Technology Strategy.
- **Appropriation of Technology-**Evolution of Technology Appropriation Principles, 3G Approach for the Appropriation of Technology, Productivity of In- House R&D
- **Organizing for Innovation-**Organizational Mechanism for Innovation, Principles & Process of organizing, Characteristics of continuously innovative organizations, Role of Leadership

**REFERENCE**

1. Burgelman R. A., Christensen C. M., & Wheelwright S. C.: Strategic Management of Technology and Innovation, Tata McGraw Hill Education Pvt. Ltd.
2. Steele, L.W. : Managing technology- The Strategic View, McGraw Hill,
3. Rao, A.S. : Managing of Technology Change, Global Business Press.
4. Pritchett, Price : New Habits for a Radically Changing World. Pritchett & Associates
5. Nord, W.,& Tucker, S. : Implementing routine and Radical Innovations. Lexington Books
6. Rogers, E. M. : Diffusion of Innovation, Free Press
7. M.E. Porter, : Competitive Advantage, Free Press
8. S. Makridakis, : Forecasting Methods for Management, Wiley- Inter Science
9. M.A. Maidique, eds : Strategic Management of Technology & Innovation Homewood
10. Edosomwan, J. A. : Integrating Innovation and Technology Management, John Wiley & Sons.

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 20 (2 Credits)**

The paper aims to create an understanding of the concept of Social Entrepreneurship as endowed with a different flair of Entrepreneurship. It seeks to prepare the minds with skills, structures and process associated with Social Entrepreneurship and management of Social Enterprises in Indian Context.

**Course Structure:**

- Introduction: Defining Social Entrepreneurship, Perspective, Challenges, Strategies and its future. Social Entrepreneurship Vs. Entrepreneurship.
- Social Entrepreneurship New Models & Theories: Model for Sustainable Development, Social Entrepreneurship in India, Plans and Policies required for Social Change. Total Empowerment through Social Entrepreneurship.
- Social Enterprises – Defining Social Enterprises and Social Entrepreneur, Management of Social Enterprises in India, Leading Social Entrepreneurs in India. Self-Assessment Technique for being a Social Entrepreneur. Social Entrepreneurial skills and practices.
- Social Entrepreneurships and its Linkage with NGO's, Microfinance, etc., Role of ICT, SHGs, Case Studies.

**REFERENCE**

1. David Bornstein : How to Change the World, Penguin Books
2. K.B.S. Kumar : Social Entrepreneurs – The Change Makers, The ICFAI University Press
3. Sheobahal Singh : Entrepreneurship and Social Change, Rewat Publications
4. K.G. Karmakar : Microfinance in India, SAGE Publications
5. David Bornstein and Susan Davis: Social Entrepreneurship, What Everyone needs to know.
6. Johanna Mair, Jeffrey Robinson and Kasi Hockerts : Social Entrepreneurship
7. Alex Nicholls : Social Entrepreneurship, New Models of Sustainable Social Change
8. Martin Clark : The Social Entrepreneur Revolution

<b>AB 411</b>	<b>AGRIBUSINESS AND RURAL DEVELOPMENT</b>
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**Course objective:**

**Total Periods: 40 (4 Credits)**

The objective of this course is to acquaint the students with the background in which rural development as a subject has gained importance and further identify the important concepts of rural development and assess the importance of evolving rural development strategies; enumerate the different rural development strategies advocated by different schools of thought; and explain the importance of planning rural development strategies.

**Course Structure:**

- **Rural development**-Concept of Development, Indicators of Development, Characteristics of Underdevelopment, Dissatisfaction with the Conventional Indicators of Development.
- **Theories of Development**-Rostow's Stages of Growth, The Lewis Theory of Development, International Dependence Theories, Gandhian View of Development, Marxian Concept of Development.
- **Issues in Development**-Growth vs Distribution, Agricultural vs Industrial Development, Capital vs Labour Intensive Technologies and Development, Centralization vs Decentralization, Urban vs Rural Development, Respective Roles for the State and the Market, Planned Development and Shifts in Strategies in India, Need for Developmental Interventions, Concepts of Rural Development, Integrated Rural Development, Local Level Participation in Rural Development.
- **Rural Development Strategies**-Rural Development Policies, Types of Rural Development Strategies, Rural Development Planning.
- **Rural development in India** -The Community Development Programme, Green Revolution Phase, Special Programmes for Area Development and Poor Farmers, Beneficiary Approach towards Rural Poverty, Wage Employment Programmes, Current Status of the Rural Development Programmes and the Emerging Challenges.
- **Poverty in India**-Approaches to Poverty Alleviation in India, Poverty Alleviation Programmes, Impact of Poverty Alleviation Programmes, Implementation of Rural Development Projects, Minimum Needs: Concept and Approaches, Basic Needs Concept, Evolution of MNP Components of MNP, Progress of the Different Components of MNP, Elementary Education, Adult Education, Rural Health, Rural Water Supply, Rural Roads, Rural Electrification, Rural Housing, Environmental Improvement of Urban Slums, Nutrition, Rural Domestic Cooking Energy, Rural Sanitation, Public Distribution System.
- **Rural Empowerment**-Essential Ingredients of Empowerment, Social Empowerment, Economic Empowerment, Political Empowerment, Cultural Empowerment, Empowerment: Concept and Definition, Economic Empowerment of the Rural Poor, Political Empowerment, Salient Features of Participatory Development, Empowerment through Self-Governance, Social Empowerment, Cultural Empowerment, Self Help Groups (SHGs) as a Strategy for Empowerment of Weaker Sections, Voluntary Organisations as Change Agents, Rural Development Programmes: SGSY, MNERGA
- **Monitoring development projects**-Introduction, Information System, Monitoring System.
- **Project evaluation**-Meaning and Objectives of Evaluation, Dimensions, Techniques and Criteria.
- **Agribusiness**-Role of agriculture in Indian economy, agro-processing, agricultural marketing, agricultural finance etc. in the country; economic reforms and Indian agriculture, impact of liberalization, privatization and globalization on Agri- Business sector; emerging trends in production, processing, marketing and exports; policy controls and regulations relating to industrial sector with the specific reference to agri-business enterprises; Agri-business policies -concepts, formulations price and marketing policies; public distribution system and new dimensions in agribusiness environment and policy.

#### REFERENCE

1. Aslam, M. : Integrated Rural Development in Asia.
2. Harris, J. : Rural Development: Theories of Peasant Economy and Agrarian Change
3. Madan, Vandana : The Village in India
4. Potter, Jack M : Peasant Society

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>AB 412</b>	<b>DISSERTATION</b>	<b>( 8 Credits)</b>
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<b>AB 413</b>	<b>COMPREHENSIVE VIVA-VOCE</b>	<b>(2 Credits)</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims to familiarize the students about banking and financial services and strengthen their analytical understanding about Indian financial environment.

**Course Structure:**

- ↳ **Introduction**-Changing role of Banking in India.
- ↳ **Reserve Bank of India**-Objectives, Traditional and Development functions and Instruments of Monetary Policy used by RBI
- ↳ **Commercial Banks**-Objectives, functions of commercial banks and recent developments and challenges of commercial banks in India
- ↳ **Management of Deposits**-Relevance of marketing approach to deposit mobilization in a bank, formulating marketing strategies for deposits mobilization by a bank in India
- ↳ **Development Banks**-Objectives, functions, financing policies and practices of development banks in India and promotional roles of Developments Banks and their financial services
- ↳ **Credit Management**-Principles of lending, new credit policies of commercial banks in India and their implementation, contents of credit policy of a bank, credit appraisal by a commercial bank, Assets Classification and Management of NPA's, Concept and advantages of assets securitization.
- ↳ **Mutual funds**-Concepts, objectives and functions of mutual funds in India, policies and practices of Indian mutual funds in regard to mobilization of resources and their deployment.
- ↳ **Insurance services and products**-Introduction, policies and practices of LIC and GIC, evaluation of insurance in India, new trends in insurance sector and development of micro-insurance and its prospects.
- ↳ **Venture Capital Funds**-Objective, policies and operations of venture capital in India
- ↳ **Management of Capital Fund**-Function, adequacy of capital- its concepts and norms, present state of capital funds in Indian commercial banks.
- ↳ **Credit Rating**-Objective, functions of credit rating agencies and evaluation of credit rating agencies in India
- ↳ **Bank Products**-Commercial credit products, retail credit product, deposit products and fee based products.
- ↳ **Overview of Housing Finance**-Housing and economic development, evolution of housing finance in India, leading financier in housing finance sector and equity support to housing finance system.

**REFERENCE**

1. Hajela T.N. : Money Banking and International Trade, Ane Books Pvt Ltd
2. Nalini P.Tripathi : Financial Instruments and Services, PHI Learning Pvt. Ltd
3. Batra and Dangwal : Financial Services, Deep and Deep Publications
4. M.Y.Khan : Financial Services, Tata McGraw-Hill Education
5. David L.Hershan : Book of Home Finance, Hershman Group
6. Joetta Colquitt : Credit Risk Management, McGraw-Hill Professional

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The course aims to familiarize the students about the working and regulation of Indian capital market. It also aims to make the students aware about the role of capital market in the economic growth of the country.

**Course Structure:**

- **Indian Financial System**-Components of Indian Financial System, Institutions, Instruments, Market and Services, Nature and role of Financial system and Economic Development, Financial Sector Reforms.
- **Capital Market**-Constituents, Functions, Capital Market Instruments, New Issue Market, Private Placements
- **New Issue Market**-Meaning, Evolution of Primary Market in India, mode of issuing Securities, IPO Grading, Employee Stock option plan, Green shoe option, On-line IPO's, steps to improve Primary Market Infrastructure.
- **Secondary Market**-Introduction, Post reforms stock market scenario, Organization, Management and Memberships of stock exchanges, Market Mechanisms, Margin Systems, and Drawbacks of Indian Stock Markets.
- **Indian Stock Exchanges**-Meaning of Stock exchange, Organization of Stock exchanges in India, Functions of Stock exchange, BSE, NSEI, OTCEI, National and Regional Exchanges, Reasons for failure of OTCEI, Barometer of Stock markets, Market indices
- **Bond Market**-Meaning, Classification of debt securities, Concepts and Types of Risks, Concepts and types of Return or Yield, Bond Valuation, Bond Value Theorem, Yield curve, Risk return Trade off.
- **Financial Derivatives Market**-Derivatives meaning, Types- Future, Forward vs Future, options-General features, Types of Options, Factors affecting Price of Option contract, Derivatives trading at NSE, Eligibility criteria for individual stock at F& O , currency Derivatives ( Future) Market, Valuation or Pricing of Derivatives, Critique of Derivatives.
- **Depositories and Custodians**-Introduction to Depository System, NSDL, CDSL, Custodians, SHCIL, Working of Depository, Critical Appraisal for the need of Depository, Benefits of Depository system, The Depository Act 1996.
- **Regulation of the Market**-Genesis of Regulation, Principles of Regulation, Governing Laws, The Securities Contract( Regulation) ACT 1956, Forms of Regulation , Self regulation by Stock Exchanges and Supervision by SEBI, Risk Management, Effectiveness of the Regulatory mechanism.
- **The Securities and Exchange Board of India**-The Securities and Exchange Board of India Act 1992, Genesis of SEBI, Constitution and Organization, Objectives and Regulatory approach, Power Scope and Functions of SEBI, Highlights of SEBI's Performance and appraisal of its working
  - Primary Securities Market
  - Secondary Market and Intermediaries
  - Investors Protection Measures
- **Investors' Protection**-Loss of confidence of Small investors- Causes, Rights of Investors, Facilities by BSE, Insider Trading – Rationale, Categories, Connected Persons, Need for control, Prohibition of Insider's Trading, Capital Market scams, Ombudsman

**REFERENCE**

1. Alan R. Kanuk : Capital Markets of India: An Investor's Guide, John Wiley and Sons
2. Rajesh Chakrabarti & Sankar De : Capital Markets in India, SAGE Publications Ltd
3. Gomez : Financial Markets Institutions and Financial Services, PHI Learning Pvt. Ltd.
4. N. Vinayakam : A Profile of Indian Capital Market, Kanishka Publishers Distributors
5. Moorad Choudhry : Capital Market Instruments: Analysis and Valuation, FT Press
6. Frank J. Fabozzi & Franco Modigliani : Capital Markets: Institutions and Instruments, Prentice Hall

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100



**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to acquaint the students with the Agricultural finance which covers agricultural lending, loans made to non-farm rural firms, and deposit services in rural areas. These in particular have an impact, namely: agricultural sector policy, financial sector policy and macroeconomic policy.

**Course Structure:**

- **Agri-business Financial Management**-Nature and scope of financial management, managerial goals. Information flows and financial statements. Cost Benefit Analysis, Input-Output Ratio Analysis in Agriculture Sector of India, key ratios and break-even analysis, Analysis & Evaluation of Agriculture and Industrial Inter-relationship.
- **Financing Agri-business**-Short term / Long term financing, Formulating credit proposal and testing its economic feasibility, Investment analysis; Capital budgeting, Inflation, risk and financial planning, Classification & Provisioning in Agri-Financing / Agri-Business. Securities, Collaterals, Sureties. CIB Report, Charge Creation procedure of Revenue office.
- **Agricultural Credit Market**-Analysis of Credit Estimation by Provincial Governments, Sources of agricultural credit (formal and informal), Role of NGOs and specialized institutions in agricultural lending, Cooperative financing, Corporate financing, Contract farming Methods & Procedures, Group lending system- Methods & Procedures.
- **Agricultural Credit Policy**-Role of State Bank of India in Agricultural financing, Supervised Agricultural Credit Scheme 2001, Mandatory Credit Targets for Banks, Revolving Credit Scheme, Prudential Regulations for Agricultural Credit, Purpose-wise & Province-wise Credit Targets.
- **SME Financing**-Classification / Definition of SMEs, SME sector in India. Challenges faced by SMEs in India, Banks promotion of SME Financing, Preferred sectors for SME financing, Role of Specialized Institutions for Development of SME in India, Sub-contracting to / through SMEs, Organizing a sustainable program for SME financing, Eligibility and evaluation criteria for SME financing, Elements of financing considerations, Monitoring of SME loans.

**REFERENCE**

1. William R. Lasher : Practical Financial Management, 5<sup>th</sup> Edition
2. Barry, Ellinger, Hopkin, and Baker: Financial Management in Agriculture, (Sixth Edition)

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

AB	FO	44	FINANCIAL DERIVATIVES
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the concept, tool and technique applicable in the field of Derivatives as a tool of investment and Derivative analysis.

**Course Structure:**

- **Derivative**-Introduction to derivatives, meaning, Classification, type, and uses. The need for derivative market, characteristics of forward transaction, characteristics of derivative market instrument, right and obligations of buyers and sellers. Hedging and risk sharing, Effects of derivatives markets on the financial system.
- **Futures**-Futures market, future prices, future contracts and characteristic of future contract, forward prices, characteristic of forward contract, interest rate of standardization.
- **Swaps and Options**-Evolution of swaps, its economic Rationale, types of swaps, the basic structure of swaps. Basic uses of swaps, interest rate swaps, option markets, characteristic of option, factors affecting option prices, option trading strategies.
- **Derivative pricing methodologies**-Objective of risk management, spectrum of risk management strategies, risk in credit derivatives, credit market, credit derivative, characteristic and its types, uses of pricing derivatives disasters. The black-scholes analysis: options on stock indexes; currencies and future contracts: general approach to pricing derivative, market risk management.
- **Derivative in India**-Prospects and policies. Commodity trading in India. Reasons for slow growth of derivative in India, uses and its misuses of derivatives.

**REFERENCE**

1. Rajeev P.V & Mathur H.P. : Fundamental of derivatives & Commodities Derivatives, Vijay Prakashan Mandir
2. P Vijay Bhasker & B.Mahapatra : Derivatives Simplified, Sage Publications
3. A.V.Rajwade : Currency Exposure and Derivatives, McGraw Hill
4. A.V.Rajwade : Handbook of debt Securities and Interest Rate Derivative, McGraw Hill Pub

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

AB	FO	45	INSURANCE AND RISK MANAGEMENT
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

To make the budding finance professionals understand the fundamentals of Insurance and Risk Management in order to enhance their knowledge and decision-making skills required for this specialty sector.

**Course Structure:**

- **Risk – Conceptual Framework**-Meaning of risk, Risk versus Uncertainty. Risk distinguished from peril and hazards. Classification of Risk – Financial and Non-financial Risks & Static and Dynamic Risk. Scope of Risk management, Process, Identification and Risk Control. Risk Retention and Transfer, Alternatives to buying commercial Insurance.
- **Insurance – An Introduction**-Meaning and significance of Insurance. Cost and Benefits of Insurance. Principles – Indemnity, Utmost good faith, Subrogation and Insurable Interest. Basic Principles of Insurance – utmost good faith, Insurable Interest, Indemnity, Corollaries of Indemnity, Proximate Cause.
- **Classification of Insurance Business**-Life and General Insurance Business, Personal and Commercial (Business) Insurances, Voluntary (Private) and Compulsory Insurance. Types of Life Insurance – Whole Life, Endowment, Assurance for children, Term Assurance, Participating and non-participating policies. Termination of Life Insurance policies – surrender, lapses and paid-up. Classification of General Insurance Business – Fire, Marine, Motor, Miscellaneous etc.
- **Insurance Devices**-Probability theory and its usage in Insurance. Dual application of the law of Large Numbers. Pooling in Insurance – forms, cost, benefits and advantages.
- **Financial Aspects of Insurance**-Share Capital – Authorized, Issued & subscribed and Called-up & Paid-up. Reserves - General and Specialized. Solvency of an Insurance company.

**REFERENCE**

1. James S. Reichmann, Robert Hoyt : Risk Management and Insurance, South-Western, & David Sommer College Pub
2. K P Singh, M C Garg, B S Bodla Insurance: Fundamentals, Environment and Procedures Deep & Deep Publications
3. P S Palande : Insurance in India, Sage Publications India
4. Prava Nalini Tripathy & Prabir Pal : Insurance – Theory and Practice PHI Learning
5. Ajay Kumar,,D.P. Chatterjee,C.Chandrasekhar D. G. Patwardhan Ajay Kumar: Risk Management, Macmillan India
6. Mrinal Chandra Sengupta & Mrinal Chandra Sengupta : Insurance Finance Progressive Publishers
7. Julia Holyoake : Insurance, Chartered Institute of Bankers
8. PK Gupta : Insurance and Risk Management, Himalaya

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

AB	FO	46	CORPORATE VALUATION AND MERGERS
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

To familiarize students with various techniques of corporate restructuring, and valuation methods used by corporate in real life and develop an Understanding of Merger as significant economic activity taking place in today’s economy.

**Course Structure:**

- **Corporate Valuation**-Meaning, approaches, Principles and techniques of valuation, Asset valuation, Earnings valuation, Cash flow valuation, other valuation basis, Efficient market hypothesis, Impact of changing capital structure on the market value of the company, Priorities of different stakeholders in terms of business valuation.
- **Mergers**-Nature and process of Merger, acquisitions and amalgamations, types of mergers, motives behind mergers , theories of mergers , Merger as a strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter’s Five forces model.
- **Corporate restructuring**-different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP)
- **Valuation in Mergers**-Valuation approaches – discounted cash flow valuation, relative valuation, valuing operating and financial synergy, valuing corporate control, valuing of LBO Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Assets and cash flows, Selection of appropriate cost of capital for valuation, Forms of consideration and terms of acquisitions, Implications of regulations for business combinations.
- **Legal and regulatory frame work of M & A**-provisions of companies act 1956, Indian Income Tax act 1961 , SEBI takeover code, Provisions of Competition Act, Case Studies on Mergers.

**REFERENCE**

1. Fred Weston, Kwang S Chung, Susan E Hoa : Mergers, Restructuring and Corporate Control, Pearson Education
2. Thomas E. Copeland Valuation : Measuring and Managing the value of Companies, Wiley
3. Ravindhar Vadapalli : Mergers acquisitions and Business Valuation, Excel Books,
4. K. G. Palupu, P M. Healy & V. L. Bernard :Business Analysis and Valuation; Using Financial Statements Text and Cases, South-Western Pub
5. Ashwath Damodaran : Corporate Finance-Theory And Practice John Wiley & Sons
6. Shukla & Grewal : Advanced Accounts, S. Chand & Sons
7. Sudi Sudarsanam : Value Creation From Mergers and Acquisitions, Pearson Education,
8. Arzak : Valuation for mergers Buyouts & Restructuring, Wiley (India (P) Ltd.
9. C. Krishna Murthy & Vishwanath : Merger Acquisitions & Corporate Restructuring, Sage Publication
10. Weston, Mitchel and Mulherin : Takeovers, Restructuring and Corporate Governance, Pearson Education,
11. Machiraju : Mergers And Acquisitions, New Age Publishers)

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

AB	HO	41	MANAGEMENT OF CHANGE
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

The course intends to develop an orientation towards the change. It shall coach the students to be proactive towards a planned change. It details the relevant aspects of change that help the students understand the importance of managing change.

**Course Structure:**

- **Introduction**-Overview of change, Importance and impact of change, Origins of change- Institutional & Structural, Technological, Social, Behavioural. Development of strategy, role of human resource strategies in implementing change
- **Organizational Structure, Culture and Change**-The significance of structure for change, HR implications of structural choice and change. Organizational culture –integration, differentiation and fragmentation; Linking Organizational cultural through HR change interventions.
- **HR Processes & Change:**
  - (A) Relevance & development of recruitment & selection processes for planned and unplanned change; performance management and organizational change; HRD & organizational change.
  - (B) Strategic reward management and its role in changing employee behavior; Changing focus in employee relations; managing change through employee involvement; Downsizing; management of change implications of downsizing
- **Evaluating and Promoting Change**-approaches to evaluate change; from evaluating to promoting change; clarity of purpose and strategies; data collection for analysis; analysis and feedback.

**REFERENCE**

1. A. Thornhill, P. Lewis, Mikemillmore, & M. Saunders: Managing Change: A Human ,Resources Strategy Approach, Pearson Education
2. Basil & Cook : The Management of Change, McGraw Hill
3. Robert A. Paton : Change Management:A Guide to Effective , Implementation Sage, South Asia Edition
4. K. Harigopal : Management of Organizational Change: Leveraging Transformation, Response Books
5. V.Nilakant & S. Ramnarayan : Change Management, Response Books

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

AB	HO	42	STRESS MANAGEMENT
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

To familiarize students with the nature of stress, and the relationship between stress and managerial problems & to examine the various methods of assessing personal and organizational stress and indicating ways of coping with stress

**Course Structure:**

- **Introduction** - Meaning and Types of stress, Nature of Stress — Constructs and Problems, Occupational Stressors, Role Stress.
- **Stress Framework**-Sources of Managerial Stress, Stress and Thought Processes — Learning, Stress and Personality - Behavioural and Situational Modifiers, Stress and Motivation.
- **Identification of Stress**-Verbal and Non-verbal Indicators of Stress, Assessment of Stress, Stress and Management of Change, Stress and Conflict.
- **Managerial Implications of Stress**-Leadership Styles in Stressful and Non-Stressful Situations, Decision Making under Stress, Burnout.
- **Stress Management Techniques**-Coping with Resources and Processes — Assertiveness Training, Stress and Social Support, Group Processes and Changing Values for Understanding and Coping with Stress, Behavioral techniques for stress control, Behavioral assignments, Risk taking, Shame-Attaching, Relaxation techniques

**REFERENCE**

1. Jerrold Greenberg : Comprehensive Stress Management, McGraw-Hill
2. V. J. Sutherland & C. L.Cooper : Strategic Stress Management: An Organizational Approach, Macmillan Business
3. Emma Short : Strategic Stress Management: An Organizational Approach:, Emerald Group Publishing Limited
4. Carol Turkington : Stress Management for Busy People: McGraw-Hill
5. J. Cranwell, Ward & A. Abbey : Organizational Stress: Palgrave Macmillan

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

AB	HO	43	CROSS CULTURAL MANAGEMENT
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

Present course Aims at developing the understanding of cross cultural issues, its economical relevance for business and helps them to become familiar with ways to effectively understand, anticipate and address the impacts of cross-cultural differences on various management functions to ensure the organizational and individual success.

**Course Structure**

- **Introduction**-The genesis and concepts of culture, Dimensions and determinants of organizational Culture, Importance of cross cultural management in globalized business environment.
- **Various Scientific Approaches to the Cross Cultural Issue**-Theory of Hall, Trompenaars, Geert Hofstede and John Mole. Mapping cross-cultural differences within and across nations,
- **Implications of Cross-Cultural Management**-in Globalization, Diversity, culture shock, Technology, Organizational change, mergers and acquisitions and Quality management system (BPR, TQM, Lean and Six sigma.).
- **Training of the specific skills** – Cross cultural decision making, staffing, expatriation and repatriation;communication and cooperation in an international team, Managing culturally appropriate leadership style, Designing result oriented motivational tools , Intercultural negotiation and conflicts management.
- **Ethical Issues and Values in Cross Cultural Management**-Cultural clustering of individual countries, Case Studies.

**REFERENCE**

1. Dipak Kumar Bhattacharya : Cross cultural management,Text and cases, PHI Learning Private Limited
2. G. Hofstede, Cultures and organizations : Software of the mind, McGraw-Hill
3. Gallois, C, Callan, V. J., Communication and culture : a guide for practice, Wiley
4. Gatley, S., Comparative Management : A Transcultural Odyssey, McGraw-Hill Publishing Co
5. Puffer, S. : Management Across Cultures. Insights from Fiction & Practice, Blackwell Business
6. Schneider, S. C, Barsoux, J. : Managing across cultures, Prentice Hall/Financial Times,
7. McFarlin,D.B.,Sweeney, P.D. : International Management. Strategic Opportunities & Cultural Challenges, Xlibris Corporation
8. Deresky Helen : International Management; Managing Across Borders and Cultures, Pearson Education India

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>AB</b>	<b>HO</b>	<b>44</b>	<b>GROUP DYNAMICS</b>
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

To familiarize the students with the meaning, scope and significance of group and group dynamics, to examine the factors and issues that influence group performance and group effectiveness, to identify causes of intra-group and inter-group conflict and ways and means of resolving the conflict and to cultivate skills for group decision-making and teambuilding.

**Course Structure:**

- **Introduction**-Nature of groups and Group dynamics – Studying groups – Measurement in Group dynamics; Group formation – value of groups – interpersonal attraction – FIRO-B.
- **Group Development and Socialization**-Group development – Group socialization; Group Structure – roles – authority – attraction – communication networks – Conformity and influence – Power; Environmental Processes – territoriality – spatial behaviour – environmental stress.
- **Group Decision Making**-Anatomy – groupthink – group polarization – Methods of group decision-making.
- **Group Conflict**-Sources of Conflict in Groups – Conflict process – Coalitions – conflict resolution; Conflict between groups – sources – resolving inter-group conflict.
- **Crowds and Collective Behavior**-Crowds and collectives – Theoretical viewpoints – De individuation theory.
- **Groups and Change**-The Group as an agent of change – The effectiveness controversy – Sources of Change in groups

**REFERENCE**

1. Forsyth, D.R. : Group Dynamics, Addison-Wesley,
2. Zander, A. : Making Groups Effective, Jossey-Bass
3. Davis : Group Performances, Addison-Wesley Publishing Co
4. Dyer : Team Building: Issues and Alternatives, Addison- Wesley Publishing

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100



AB	HO	45	SOCIAL AUDIT
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of international social audit which would help them to identify, measure, assess and report on the social performance of the various organisations.

**Course Structure:**

- **Introduction** to Social Audit, History of Social Audit, Social Audit Vs Other Audits , Principles of Social Audit, Uses and Functions of Social Audit, Dimensions of social audit. Domestic vs international social audit.
- **Key steps for Designing Social Audit for an international firm**, The Social Audit Flowchart, Identifying and selecting the indicators of social audit- Traditional Social Indicators , Core values and performance indicators, Planning the Data Collection , Designing Questionnaire, Guidelines for Undertaking Survey, Group Exercise, Budgeting for social audit, Prerequisite for Social Audit.
- **Social Auditing and Performance Evaluation**, Good Governance and Social Audit, Stakeholders and Social Audit- Identification of Stakeholders, Needs and Methods of involving Stakeholders in Social Audit, Social Audit and Social Capital, Benefits of Social Auditing for Government Departments, community organizations and civil society group.
- **Preparing the Final Report**, The Follow-up action plan for Social Audit, Social Audit and Dissemination, Feedback and Institutionalization of Social Audit, Accountability Mechanisms: Cases from India and abroad.

**REFERENCE**

1. Raymond A. B., Dan H. F. : The corporate social audit, Russell Sage Foundation
2. David H. B., William C. F., Mildred S. M. : Social auditing: evaluating the impact of Corporate Programs, Business & Economics
3. Sujatha B : Social Audit- Concepts and Practices, ICAI University Press

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**AB HO 46 LEADERSHIP AND TEAM BUILDING**

**Course objective:**

**Total Periods: 40 (4 Credits)**

This course will make students acquaint with the style of leadership, significance of leadership, dynamics and focus on the work of the team leader in building and leading high performance teams. The course will provide a substantial theoretical base and train students towards teambuilding and functioning of teams in organizations.

**Course structure:**

- **Leadership**-Meaning, Concepts and Myths about Leadership, Leader vs. Manager. Components of Leadership- Leader, Followers and situation., Assessing Leadership & Measuring Its effects.
- **Leadership Framework**-Focus on the Leader; Power and Influence; Leadership and Values.
- Leadership Traits; Leadership Behaviour; Theories of Leadership; Leadership and Change. Leadership Skills; Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills.
- **Groups**- Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Group Vs Team
- **Teams**-An introduction to teams, definitions, characteristics, types and, importance of teams. Launching a team, designing, enlisting, and fitting. Early team functioning, interpersonal dynamics, the role of trust. Leading a team toward collective outcomes through strategic planning and supervision.
- Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model. Organizational Excellence and teamwork.
- **Introduction to concepts**- Counseling, Coaching & Mentoring.

**REFERENCE**

1. Hughes, Ginnett, Curphy : Leadership, Enhancing the Lessons of Experience, Tata Mc Graw Hill
2. Yukl G : Leadership in Organisations, Pearson,
3. West Michael : Effective Team Work, Excel Books,
4. Katzenbach, Jon & Smith, Douglas : The Wisdom of Teams: Creating the High-Performance Organization, rev. Harper Business Book,
5. Katzenbach, Jon & Smith, Douglas : The Discipline of Teams: A Mindbook- Workbook for Delivering Small Group Performance, John Wiley and Sons, Inc.
6. Lencioni, Patrick : The Five Dysfunctions of a Team: A Leadership Fable. Jossey-Bass Publishers,
7. Sadler Philip : Leadership, Crest Publishing House

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

This course presents the basics of retailing, trends in retailing, retail development in India and global retail markets, Agri - product retailing, SCM in Agri-Retailing.

**Course Structure:**

- **Retailing**-Definition & Importance, Indian vs Global Scenario, Types of Retailing, Store Retailing, Non Store Retailing, Types of retail formats, Franchising in retailing.
- **Cooperative Marketing**-Concept, History, Functions, Reasons for slow progress of cooperative sector.
- **Advantages & Limitations of Organized retailing in Agri Inputs and Outputs.**
- **SCM in Agri-Business**-Cold Chains, Organized procurement & warehousing Innovative Distribution Channels like ITC E-choupal, Godrej Adhar, HUL Shakti.
- **Retail Marketing Mix**-Retail consumer buying behaviour, types, factors Influencing, buying behaviour, Segmentation, positioning.
- **Retail Organization Structure**-Major functional areas, careers in retailing.
- **Retail Location**-Factors affecting retail location decision, Site selection, Factors affecting site selection, Steps in selecting site, Location based retail Strategies.
- **Store Design**-Interiors & exteriors, Store layout, Types of layouts, Factors affecting store layout, Retailing image mix, Store Façade.
- **Retail Communication Mix**-Sales promotion, Advertising, Public relations, Personal Selling, Steps in planning retail communication.
- **Retail Strategies**-Differentiation strategies, Growth strategies, Expansion Strategies, Pricing strategies.
- **Merchandising**-Definition, Steps in merchandise planning, Merchandise hierarchy, Range planning, Buying process, Vendor development, Evaluating merchandise performance.
- **Category Management**-Definition & components, process, manufacturer's brands Vs private label brands.
- **Store Administration**-Floor space management, Plano gram, Managing store inventories, Quick response inventory Planning, Managing displays, Cashiering process, Managing in store promotions and events.
- **CRM in Retailing**-Process, planning and implementing loyalty programs.
- **Managing Retail Loss and Inventory Shrinkage**-Shop lifting, Employee theft.
- **Role of IT in Retailing**-Electronic data exchange, bar coding, RFID, Electronic payment systems.

**REFERENCE**

- |                                           |                                                |
|-------------------------------------------|------------------------------------------------|
| 1. Retailing Management                   | : Swapna Pradhan                               |
| 2. Retail Marketing Management            | : Swapna Pradhan                               |
| 3. Retail Management                      | : Gibson Vedamani                              |
| 4. Channel Management & Retail Management | : Meenal Dhotre                                |
| 5. Retail Marketing Management            | : David Gilbert                                |
| 6. Retail Management                      | : Analysis, Planning & Control – David Walters |
| 7. Retail Management                      | : Levy & Weitz                                 |
| 8. Channel Management & Retail Management | : Meenal Dhotre                                |

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

The course aims to make the learner familiar with the management of product and brands in the context of marketing. It orients the learner to carefully understand the pivotal role a product manager and the significance of product and brand related decisions.

**Course Structure:**

- **Product Management:** Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.
- **Developing Product Strategy:** Setting objectives & alternatives, Product strategy over the life- cycle, Customer analysis, Competitor analysis, Design of manufacture, New Product Development.
- **Market Potential & Sales Forecasting:** Forecasting target market potential and sales, Methods of estimating markets and sales potential, Sales forecasting, planning for involvement in international Market.
- **Brand & Brand Management:** Commodities Vs Brands, The role of Brands, The brand equity concept, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand Image.
- **Brand Leveraging & Brand Performance:** Establishing brand equity management system, measuring sources of brand equity and consumer mind-set, Co-branding, celebrity endorsement.
- **Brand Positioning & Brand Building:** Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.
- **Designing & Sustaining Branding Strategies:** Brand Hierarchy, Branding Strategy, Brand extension and brand transfer, Managing brand over time.
- **Managing & Measuring Brand Equity:** Brand Reinforcement, Brand Revitalization, Brand Crisis, Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation.

**REFERENCE**

1. Product Management – Donal R. Lehmann, Russel S. Winer
2. Keller, Kevin Lane; Strategic Brand Management; Pearson education, New Delhi
3. Verma, Harsha; Brand Management; Excel Books; New Delhi
4. Kapferer, Jean Noel; Strategic Brand Management; Kogan Page; NewDelhi
5. Kumar, S. Ramesh; marketing and Branding – The Indian Scenario; Pearson Education; New Delhi
6. Kapoor, Jagdeep ; 24 Brand Mantras, Sage Publications; New Delhi
7. Sengupta Subroto; Brand Positioning: Strategies for competitive advantage; Tata McGraw Hill; New Delhi
8. Clifton, Rita & Simmons., John; Brands and Branding; The Economist; Delhi

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

It will acquaint the students with the basics of e-marketing, enhancing e-marketing performance, enhancing customer experience, evaluating and measuring e-marketing campaigns.

**Course Structure:**

- **Framework for e-marketing** - Evolution, Commercial beginnings of the Web, Characteristics, Drivers of Internet Economy; Internet Business models and Strategies; e-marketing Plan, Internet as a marketing platform: opportunities, challenges, barriers and benefits of e-marketing
- **Applications of Web 2.0**-in Marketing, tools of web 2.0, Blogs, Applications of web 2.0 in India, Internet communities and marketing: the creation and transfer of value within communities, Overview of Global E marketing, Future of e-Marketing
- **Marketing Environment** - Ethical, legal, Social and regulatory issues in e-Marketing, Internet as a direct Response Medium, Understanding the e-Consumer, e-Consumer Behavior, Internet User Segments, ~~Internet~~, Building e-Brands, Interactive Brand Building, Recent Trends in e-branding
- **Differentiation and Positioning** - Strategies in e-marketing, Distribution in e-marketing, e-marketing Communication - Online Advertising, Search Email, and other marketing tools, Customer Relationship in e-Marketing, Customer Service and Support in web space, Recent Trends in e-customer service.
- **Developing and maintaining website for e-marketing** - Measuring and Evaluating Web Marketing Programs, Variables used to measure website traffic, audiences and marketing campaigns, Measuring internet advertising effectiveness. Role of Social media in advertising.
- **Case Studies in E marketing**

**REFERENCE**

1. Mohammed, Fisher, Jaworski and Cahill : Internet Marketing – Building Advantage in a networked economy Tat McGraw-Hill
2. Strauss and Frost : E-Marketing, Prentice-Hall
3. Mary Roberts : Internet Marketing, Cengage Learning
4. Vassos : Strategic Internet Marketing – Practical e-commerce and branding Tactics, Que Books
5. Chaffey, Meyer, Johnston and Ellis – Chadwick : Internet Marketing, Prentice- Hall/Financial Times

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with the global dynamism of retail practices and provides a specialize platform for developing cutting edge skills in retails. It also facilitates an understanding of synergies created by integration of retail concepts and practices. Class participation will be fundamental to the development of these skills.

**Course Structure:**

- **Overview of Retailing**-Retailing Defined, Functions of Retailing, Retail Theories, Models, & Formats, Global Retail Industry, Drivers and Challenges for Indian Retail Industry.
- **Retailing Strategy**-Factors Influencing the Retail Shoppers, Branding Strategy, Pricing Strategy, SCM Strategy
- **Retail Location**-Levels of Location Decision, Trading-Area analysis, Factors Affecting the Attractiveness of a Site
- **Store Layout, Design and Visual Merchandising**-Importance of Design, Objective of Store Layout, Types of Store Layout, Space Management, Fixtures, Flooring & Ceiling, Lighting, Color, Signage, Music, Scent.
- **Merchandise Assortment**-Concept of the Private Label, Category Management – Concept, Role of the Category Captain, Category Management Business Process, Assortment Planning Process.

**REFERENCE**

1. Berman B and Evans J R : Retail Management, Prentice Hall
2. Michael Lervy M and Weitz B W : Retailing Management, Tata McGraw- Hill
3. Newman A J and Cullen P- Retailing : Environment and Operations, Harcourt Publishers Ltd
4. Varley R and Rafiq M : Principles of Retail Management, Palgrave Macmillan, Basingstoke
5. A.J. Lamba : The Art of Retailing , McGrawHill
6. Swapna Pradhan : Retailing Management – Text & Cases, McGraw-Hill
7. Suja Nair : Retail Management, Himalaya Publication
8. Roger Cox & Paul Brittain : Retailing – An Introduction, Financial Times Prentice Hall
9. P. K. Sinha & D. P. Uniyal : Managing Retailing, Oxford University Press.

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the present course is to develop analytical skills for the formulation and implementation of market driven strategies. It also aims at recognizing, embracing, and managing change by focusing on higher-level strategic issues and decision making to deliver superior value to customers in global market and competitive situations. Class participation through case discussion will be fundamental to the development of these skills.

**Course Structure:**

- **Introduction**-An Introduction to Strategic Marketing: The Changing Role of Marketing – Marketing in 21<sup>st</sup> century, Factors responsible for the change and their impact, Dimensions of Strategic Marketing, Challenges of Strategic Marketing. Market Driven Strategy – Identifying Distinctive Capabilities, Creating Value for Customer, Establishing Strategic Focus, Setting Marketing Objectives.
- **Relationship Strategy**-Market Segmentation Strategy – Creating New Market Space, Matching Value Opportunities and Capabilities, Target Market Strategies, Positioning Strategy
- **Product Strategy**-Product Strategies - Product Strategy Issues & Challenges, Product Life-Cycle Strategies, Strategies New Product, Branding Strategies, Packaging Strategies
- **Pricing Strategies** – Analyzing Customer Price Sensitivity and Competitors' Response, Legal & Ethical Issues in Pricing, Price Positioning, Pricing Strategies & Pricing models
- **Product Strategy**-Integrated Marketing Communication Strategies – Setting IMC Objectives, Deciding Role of Promotion, Pull vs. Push Strategies, Advertising Strategy, Creative Strategy, Media Strategy, Strategies for Sales Promotion, Publicity & Direct Marketing.
- **Distribution Strategy**-Channel Objectives, Role Performed by Distribution System, Strategies at different Channel Levels, Implementation Strategies
- **Suggested Case Readings**-State Bank of India Competitive Strategies of a Market Leader; Sony Ericsson's Mobile Music Strategy; Monster Inc. Strategic Growth in India; Starbucks : Selling Experience; Bausch & Lomb Effective Positioning; Horlicks' & Cadbury's Repositioning Strategies; The Nirma Story; Pepsico's 'Focus' Strategy; Launch of Amaron Automotive Batteries; Hindustan Times Vs Times Of India; Promotional Strategies of Cellular Service Providers in India; Cox and Kings Service with a Difference; Social Marketing Lessons from CRY in India; Dell's Distributions System.

**REFERENCE**

1. Carol H. Anderson : Strategic Marketing, Houghton Mifflin Harcourt
2. D. W. Cravens & N. F. Piercy : Strategic Marketing, McGraw Hill/Irwin
3. O.C. Ferrell, Michael D. Hartline : Strategic Marketing, South-Western Cengage
4. Boyod Wilker, Mullins Larrech : Marketing Strategy, McGraw Hill
5. Colin, David J. : Strategic Marketing Management; Planning, Implementation & Control: Pearson Richard M. S. Wilson; Gilligan, Oxford, Butterworth-Heinemann
6. Aaker, David : Strategic Marketing, Wiley-India
7. George S. : Market Driven Strategy Day; Process of Creating Value, Free Press
8. J. P. Gultinan, G. W. Paul, T. J. Madden : Marketing Management Strategies and Programs, McGraw-Hill Companies
9. Jain, Subhash : Marketing; Planning and Strategy, South-Western College Pub
10. Kerin Roger, Peterson Robert : Strategic Marketing Management, Allyn and Bacon
11. P. Baines, R. Brennan & P Garneau : Contemporary Strategic Marketing, Palgrave

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

The course aims to start a discussion on the challenges of marketing research and analyzing consumer behavior in the dynamically developing global environment. Relevant advanced marketing research approaches, concepts and tools are being presented, discussed and applied by students within a course project.

**Course Structure:**

- **Introduction to Marketing Research**-Nature and Scope of Marketing Research; Role of Marketing Research in the Designing and Implementation of Marketing Programs; the Marketing Research Process; Marketing Research Designs
- **The Source & Collection of Data**-Observational Methods; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys – Methods & Techniques, Use of Questionnaire & Schedules.
- **Introduction to Marketing Data Analysis**-Review of Basic Descriptive Statistics; Introduction to SPSS; Data Reading & Coding; Simple Inferential Statistical Analysis Tools
- **Multivariate Data Analysis Techniques**-Regression Analysis (Advertising Budget Decisions etc.) – Violation of Assumptions in Regression Analysis & Therapy, Types of Regression Analysis Factor Analysis (Questionnaire Development & Advertising Theme Decisions etc.) – Fundamental Theorem & Central Concept, Factor Extraction Methods & Criteria, Factor Rotation & Scores Cluster Analysis (Market Segmentation etc.) – Concepts and Process, Hierarchical versus Non-hierarchical Cluster Algorithms, Linkage Methods, Determination of Cluster Number, Interpretation and Profiling of Cluster Solutions Discriminant Function Analysis (Brand & Product Line Decisions etc.) - Significance Tests and Wilks Lambda, Standardized Canonical Discriminant Function Coefficients, Structure Matrix, Interpreting Discriminant Functions and Classification. Multidimensional Scaling (Strategy Formulation) - Basic Principles and Application in Marketing, Data Collection Methods, Determining Proximity, The MDS Algorithm, Number of Dimensions and their Interpretation, Assessing Reliability and Validity.
- **Marketing Research Project**-The student or group of students needs to apply this course learning in a real marketing research project of their interest area with submission of research project report and class presentation of the same.

**REFERENCE**

1. Malhotra N.K. : Marketing Research – An Applied Orientation, Pearson Education, New Delhi
2. William G. Zikmund : Business Research Methods, Cengage Learning, New Delhi
3. Tull & Hawkins : Marketing Research, Prentice Hall of India, Delhi
4. Beri G.C : Marketing Research, Tata McGraw Hill,
5. Karlinger, Fred N. : Foundations of Behavioural Research.
6. Aaker, Kumar, and Day : Marketing Research, John Willey
7. Churchill and Iaccubucci : Marketing Research: Methodological Foundations, Cengage Learning
8. Coakes, Sheridan and Clara Ong : SPSS Version 18.0 for Windows: Analysis without Anguish, John Wiley & Sons, Inc. List of cases and specific references including research papers, articles and books will be announced in the class.

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>



AB	OO	41	TOTAL QUALITY MANAGEMENT
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

This course intends to introduce the concept of Total Quality Management, which hinges on continuous improvements as the core mission of the upper management. Zero- defect or non- conformance is the operational objective of an organization. It intends to explain concept and strategies for implementing and managing quality for product and services, to discuss various aspects and interfaces within and outside the system.

**Course Structure:**

- **Understanding Quality**-Quality, Competitiveness and Customers, Understanding and Building the Quality Chains, Managing Quality, Quality starts with understanding the Needs, Quality in all functions.
- **Models and Frameworks for Total Quality Management**-Early TQM Frameworks. Quality award models, the four Ps and three Cs of TQM- A new models for TQM.
- **Policy, Strategy and Goal Deployment**-Integrating TQM into the Policy and Strategy, The Development of Policies and Strategies.
- **Design for Quality**-Design, Innovation and Improvement, The Design Process, Quality Function Deployment (QFD) – The House of Quality, Specifications and Standards, Design in the Service sector, Failure Mode, Effect and Criticality Analysis (FMECA), the links between good design and Managing the Business.
- **Performance Measurement Framework**-Performance measurement and improvement cycle, Cost of Quality, the Process model for Quality Costing, A performance measurement Framework, The implementation of performance measurement systems.
- **Benchmarking**-The Why and What of Benchmarking, The purpose and Practice of Benchmarking, The role of Benchmarking in Change, Communicating, Managing stakeholders and lowering Barriers, Choosing Benchmarking-Driven Change activities wisely.
- **Process Management**-Process Management Design, Process. Classification framework and Process Modeling, Process Flowcharting, Leadership, People and Implementation aspect of Process Management.
- **Process Redesign/ Engineering**-Re- Engineering the Organization, What is BPR and what does it do, Processes for redesign, The Redesign Process, BPR- the People and the Leaders.
- **Quality Management System**-Concept of Quality Management System, Quality Management System requirements, other management systems and models, Improvements made to Quality Management Systems.
- **Continuous Improvement**-A Systematic approach, Some basic tools and techniques, Statistical Process Control, Some additional techniques for Process Design and Improvement, Taguchi Methods for Process Improvement, Six Sigma, The DRIVE Framework for continuous improvement.
- **Human Resource Management**-Introduction, Strategic alignment of HRM policies, Effective Communication, Employee Empowerment and involvement, Training and Development, Teams and Teamwork
- **Communications, Innovation and Learning**-Communicating the Quality Strategy, Communicating the Quality message, Communication, Learning, Education and Training.
- **Implementing TQM**-TQM and the Management of Change, Planning the Implementation of TQM, Sustained improvement.

**REFERENCE**

1. Bank, J. : The Essence of Total Quality Management, Prentice Hall.
2. Dale, B. G.(ed) : Managing Quality, Philip Allen, Hemel Hempstead
3. Feigenbaum, A.V. : Total Quality Control, McGraw Hill, New York.
4. Nasao Nemoto : Total Quality Control for Management, Englewood Cliffs, N. J. Prentice Hall Inc.
5. Crosby, P. B. : Quality is Free, McGraw Hill, New York.
6. Juran, J.M., (ed) : Quality Control Handbook, McGraw Hill, New York.
7. Kehoe, D.F. : The Fundamentals of Quality Management, Chapman & Hall, London
8. Grant, E. L., & R.S. Leavenworth : Statistical Quality Control, McGraw Hill, New York.
9. J. J. M. & F. Gryana : Quality Planning and Analysis, McGraw Hill, New York.

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:**

**Total Periods: 40 (4 Credits)**

This course intends to develop the basic concepts, principles, problems, and procedures in inventory management and provide the student an appreciation of the crucial role of inventory and materials management in the efficiency, competitiveness, and profitability of a business organization. Further it will also help in formulation and application of methods and models for inventory management.

**Course Structure:**

- **Inventory concept**-Importance & Scope of Inventory Control, Types of Inventory, functions, use; Dependent and Independent Demand of Inventory, Costs Associated with Inventory, Selective Inventory Control, Classification of items, and Inventory control with deterministic and stochastic demands with and without lead time. Understanding lead time. Internal and external lead time. Cumulative lead time.
- **Strategic Inventory Management**-Objectives and Importance of the inventory management function in reference to Profitability, Strategy, customer satisfaction and Competitive Advantage. Competitive Inventory management, Reduce Inventory Costs through Inventory Strategies: Benchmarking, Streamline process, Know your vendors, Establish a vendor scorecard, Manage your vendors, Negotiate terms, Provide limitless access to information systems, Invest in systems, Invest in inventory control staff, Consistent forecasting philosophy, Review, recite, and retain key data, Clear a day’s-work-in-a-day, Liquidation, Inbound freight, Importing.
- **Inventory Classification**-Its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns, Reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations.
- **Inventory models**-Fixed Order Versus Fixed Interval systems –Developing Special Quantity Discount Models – Inventory Model for Manufactured Items –Economic Lot Size when Stock Replenishment is instantaneous., Perishable Inventories, allocation and distribution model for perishable products, Continuously deteriorating inventory models, age dependent perishability, Periodic Review Models with Stochastic Demand, Single period (Newsboy) Models, Dynamic Inventory Models with Stochastic Demand
- **Material Requirement Planning Systems (MRP)**-Meaning, purpose and advantage of MRP, Data Requirements and Management –Bill of Materials, Master Production Schedules, process of MRP, output of MRP. Make Or Buy Decisions: Concept of outsourcing, Factors influencing Make Or Buy Decisions, Trends in Make Or Buy Decisions in context of core competency.
- **Materials Management**-MM in JIT Environment: Zero inventory concept, Excess Inventory: Roadblock to World-Class Manufacturing, Materials management in JIT environment, Vendor Managed Inventory, vendor relationship in JIT context.

**REFERENCE**

1. E. L. Porteus : Foundations of Stochastic Inventory Theory, Stanford Univ. Press,
2. P. H. Zipkin : Foundations of Inventory Management, Irwin/McGraw-Hill,
3. I Sahin : Regenerative Inventory Systems, Springer Verlag,
4. Zipkin : Foundations of Inventory Management –McGraw Hill.
5. Seetharama L Narsimhan, Dennis W McLeavy & Peter J Billington : Production Planning and Inventory Control - Prentice Hall Of India Pvt Ltd
6. J. R. Tony Arnold & Stephen N. Chapman : Introduction To Materials Management, - Prentice Hall
7. Richard J. Tersine : Principles of Inventory and Materials Management - Prentice Hall PTR
8. Max Muller : Essentials of Inventory Management - AMACOM/American Management Association
9. J H Greene : Production And Inventory Control - Homewood III: Richard D Irwin
10. Silver, E. & Peterson. R. : Decision System for Inventory Management and Production Control, Wiley,

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Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

Business Process Reengineering (BPR) is a systematic approach to helping an organization analyze and improve its processes. All systems are designed, developed and engineered to support business processes. Therefore, an understanding of the business processes is crucial to choosing how to build and manage systems.

**Course Structure:**

- **Introduction to Business Processes**, Business Process Excellence, Steps for Business Process Reengineering, BPR in Information Technology and Systems
- **Research Opportunities in Business Process Technology**, BPR Implementation Methodology, Semantics of Business Process Models, When Should a Process be Started, Steps to Progress BPR from Project to Program
- **Success Factors in BPR**, Decomposing Business Processes, Structured Business Process Specification, Managing Barriers to BPR Success
- **Software Reengineering**, the Process Audit, Functional Information System, Workflow Technology and Human Computer Interaction, Lean Manufacturing and the Environment, Functional Information System, Service Oriented Architecture
- **Case studies** and problems relating to real world contemporary issues in BPR

**REFERENCE**

1. Draheim, D. : Business Process Technology: A Unified View on Business Processes, Workflows & Applications, Springer Verlag
2. H., Michael & C, James : Reengineering the Corporation: A Manifesto for Business Revolution, New York: HarperCollins Publishers, Inc.
3. C. James : Reengineering Management: The Mandate for New Leadership, New York: HarperCollins Publishers, Inc.
4. Darnton, G and Darnton, M : Business Process Analysis, Intern. Thompson Business Press,
5. D. Thomas H. : Process Innovation; Reengineering Work through Information Technology, Harvard Business School Press,

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>AB OO 44</b>	<b>ADVANCED OPERATIONS RESEARCH</b>
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

The objective of the course is to make the learner familiar with the advanced operations research techniques and their applications in managerial decision making.

**Course Structure:**

- **Allocation**-Introduction, general Linear Programming problems, Transportation Problems, Assignment Problems, Solution of Linear Programming, Transportation and Assignment Problems by computer package.
- **Theory of Games**-Introduction, Assumptions, Definitions and Classification of Games, Two Person Zero Sum Games, Pure Strategies and Saddle Point, Mixed Strategies, Shortcut method for finding optimum mixed strategies, Solution of Games by Dominance, Graphical Solution of Games, Solution by Linear Programming, Solution by Computer package.
- **Queuing Theory**- Introduction, Queuing and Cost Behaviour, Definitions for Queuing Systems, Single Channel, Single Server Queuing Model (M/M/1), Economic Aspects of Queuing Solution by Computer package
- **Simulation**-Introduction, Steps involved in Monte Carlo Simulation, Application of Simulation Method, Advantages and Disadvantages of Simulation.
- **Market Analysis**-Introduction, Markov Process, Transition Matrix, and Prediction of Market Shares for Future Periods, Steady State Conditions, Absorbing Chains, and Solution by Computer package.
- **Replacement Models**-Introduction, Replacement of Equipment which deteriorates with time, Replacement of items that Fail Completely, Staffing Problems, Solution with the help of computer, individual and Group Replacement.

**REFERENCE**

1. Harvey J. Greenberg, Frederic H. Murphy, Susan H. Shaw : Advanced Techniques in the Practice of Operations Research, North Holland
2. Quantitative Analysis for Business Decision : H.Bierman, C.P.Bonini, & W.H.Houseman, Richard D.Irwin Inc.
3. F.S. Hiller & G.J. Lieberman : Introduction to Operations Research.

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

AB	OO	45	WORK SYSTEM ANALYSIS & DESIGN
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

This course intends to analyze manufacturing service process for methods improvement, to learn the techniques and procedure of methods, study and work measurement including setting of time standard, to develop competence in applying methodology of work study and value engineering to design of work systems.

**Course Structure:**

- **Productivity**-Introduction, Productivity Index, Measurement of Individual worker’s productivity, Productivity of Capital, Motion and Time Study and Productivity
- **Definition, Scope and History of Motion and Time Study**-Definition of Motion and Time Study, Work Methods Design, Work Measurement, Scope, Non- manufacturing Activities, Taylor’s use of Time Study, Taylor’s Investigation of Shovelings, Motion Study as it was developed by the Gilbreths, Micro-motion Study, The Cycle Graph and the Chrono-cycle Graph.
- **The General Problem Solving Process**-Problem Definition, Analysis of Problem, Search for Possible Solutions, Evaluation of Alternatives, Recommendations for action.
- **Work Methods Design**-Procedure, Selection, Recording Techniques, Process analysis, Setting up Time Reduction Techniques, Fundamental Hand Motions, Motion Study and Micro-motion Study, Equipments making the Motion Pictures, Film Analysis, The use of Fundamental Hand Motions, Principles of Motion Economy as related to the use of the Human Body, Workplace and Design of Tools & Equipment.
- **Time Study**-Equipments, Process, Determining the Rating Factor, Allowances, Time Standard from Standard Data and Formulas, Computer Aided Time Study, Computerized Machine and Equipment Downtime Monitoring and Reporting, Predetermined Time Systems: The Work Factor System, Methods- Time Measurement, Work Sampling.
- **Wage Payment**-The Relation of Motion and Time Study to Wage Incentives, Multi-factor Wage Incentive Plans.
- **Advance Work Study**-Synthetic Time Standards and Introduction to Predetermined Motion Time Systems and Standards, Business Process Analysis and Mapping, Basic Work System, Physical and Cognitive Task Analysis, Office Planning and Design, Value Engineering Concepts, Methods of Function Analysis and Creative idea generation.

**REFERENCE**

1. Niebel B.W. & Freivalds A : Methods, Standards and Work Design, McGraw Hill
2. ILO : Introduction to Work Study, Universal Publishing Corporation.
3. Barnes R M : Motion and Time Study: Design and Measurement of Work, John Wiley & Sons
4. Meyers F. E. and Stewart J.R. : Motion and Time Study, Prentice Hall.
5. Mundel M.E. : Motion and Time Study: Improving Productivity, Prentice Hall
6. Richard Park : Value Engineering; A Plan for Innovation, Boca Raton, St. Lucie Press.
7. Babbage, Charles : On the Economy of Machinery & Manufacturers, Charles Knight, Pall Mall, East, London.
8. Gilbreth, F.B. and L. M. : Fatigue Study, Macmillan Co., New York.

<b>PATTERN OF EXAMINATION:</b>	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to develop familiarity with the role of maintenance management for competitive advantage, structuring the maintenance function, preventive, predictive and productive maintenance strategies and policies for managing operation, productivity, quality and growth.

**Course Structure:**

- **Introduction**-Asset Management, Failures: Their Consequences, Role of Maintenance in Failures, Maintenance: An overview, Maintenance: An Important Tool of Planned Productivity, The Extended role of Maintenance.
- **Maintenance objectives and Functions**-Maintenance objectives, Downtime control/management, The Two-Pronged Attack.
- **Maintenance Organization**-Maintenance engineering organizational prerequisites, factors determining effectiveness of a maintenance organization.
- **Maintenance Systems**-Breakdown Maintenance, Routine Maintenance, Planned Maintenance, Preventive Maintenance, Predictive Maintenance, Corrective Maintenance, Design out Maintenance.
- **Design Of Maintenance Systems**-Criticality Determination, Maintenance System Design Optimization.
- **Total Planned Maintenance System & Documentation**-Planning, System Components, Equipment Record Card, Scheduling Process, Work Specification, Maintenance Records & Documentation, History Record Card, Defect Analysis Record, Maintenance Work order, Information Analysis, Maintenance Control System.
- **Calibration and Quality**-Calibration System, Maintenance Quality
- **Maintenance Training, Incentives and Safety Management**-Need for Maintenance Training, Planning for Training Maintenance Incentives, Design Principles, Safety Principles and Guidelines, Safety Management.
- **Computers in Maintenance and Maintenance Budget**-Computer Systems, Areas of Computer Application, Maintenance Budget
- **Energy Saving Through Planned Maintenance**-Energy Saving, Cleaning & Cycling Replacement, Economizing on Light.
- **Facility Investment Decision(FID) and Life Cycle Costing**-Factors influencing Facility Investment Decisions, Alternatives to Facility Investment Decisions, Facility Investment Decisions, Concept of Economic Life, The Mathematical Model, Time Value of Money, Capital Recovery Factor, Depreciation.
- **Evaluation of Maintenance Management**-Need for Evaluation, Challenges in Maintenance Management Function, Parameters in Expectations, Background of Maintenance Function, Equipment Discard Policy, SWOT Analysis, Evaluation Process of Plant Engineering, Evaluation by Reports, Subjective Methods of Evaluation, Objective Criteria of Evaluation, Maintenance Management- Futuristic Scenario.

**REFERENCE**

1. Balachand, B.S. : Design and Management to Life Cycle Costing.
2. Bullock, J.H. : Maintenance Planning and Control, National Association of Accountants, New York
3. Get, K.H., and Bakh, I.C.: Models of Preventive Maintenance, North Holland, Amsterdam.
4. Heintzeiman, J.E. : Complete Handbook of Maintenance, Prentice Hall Englewood Cliffs
5. Hibi, S. : How to Measure Maintenance Performance, Asian Productivity Organization, Tokyo.
6. Husband, T.M. : Maintenance Management and Terotechnology, Westmead- Saxon House, London.
7. Cooling, W.C. : Maintenance Management, American Management Association, New York.
8. Terry W. : Computerized Maintenance Management Systems, Industrial Press New York
9. Corder, A. A. : Maintenance management Techniques. McGraw Hill
10. Harriss, Ellya, M.J. : Management of Industrial Maintenance, Butterworths, London.
11. Higgins, L.R. and Morrow, L.C.: Maintenance Engineering Handbook, McGraw Hill New York.
12. Mann, L., Jr. : Maintenance Management, Health and Company, Lexington D.C., UK.

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Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>