



Department of Management
Institute of Technology & Management

MBA PROGRAM OUTCOMES

PO1:	Apply knowledge of management theories and practices to solve business problems.
PO2:	Foster Analytical and critical thinking abilities for data-based decision-making.
PO3:	Ability to develop Value based Leadership ability.
PO4:	Ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business.
PO5:	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

MBA PROGRAM - SCHEME & SYLLABUS
(Affiliated to Jiwaji University, Gwalior, M.P.)

❖ PROGRAM SCHEME (Jiwaji University affiliation)

SEMESTER – I

PAPER CODE	COURSE	C/E/S	L	T	P	CREDITS	IA+ETA (ITS)
MBA 101	Principles and Practices of Management	CC	3	-	-	3	40 + 60
MBA 102	Managerial Economics	CC	3	-	-	3	40 + 60
MBA 103	Accounting for Managers	CC	3	-	-	3	40 + 60
MBA 104	Statistics for Managerial Decision Making	CC	3	-	-	3	40 + 60
MBA 105	Business Environment	CC	3	-	-	3	40 + 60
MBA 106	Business Communication	CC	3	-	-	3	40 + 60
MBA 107	Computer Applications	CC	3	-	-	3	40 + 60
MBA 108	Seminar/Add-on courses	AE & SD	-	1	-	1	100 +
MBA 109	Assignment/Add-on courses	AE & SD	-	1	-	1	100 +
MBA 110	Comprehensive viva-voce (Virtual Credit)	CC	-	-	4	4	00 + 100
TOTAL			24	6		30	

SEMESTER – II

PAPER CODE	COURSE	C/E/S	L	T	P	CREDITS	IA+ETA (ITS)
MBA 201	Marketing Management	CC	3	-	-	3	40 + 60
MBA 202	Organisational Behavior	CC	3	-	-	3	40 + 60
MBA 203	Research Methodology	CC	3	-	-	3	40 + 60
MBA 204	Operations Research	CC	3	-	-	3	40 + 60
MBA 205	Financial Management	CC	3	-	-	3	40 + 60
MBA 206	Introduction to Sustainable Development	CC	3	-	-	3	40 + 60
MBA 207	Human Resource Management	CC	3	-	-	3	40 + 60
MBA 208	Seminar/Add-on courses	AE & SD	-	1	-	1	100 +
MBA 209	Assignment/Add-on courses	AE &	-	1	-	1	100 +
MBA 210	Comprehensive viva-voce (Virtual Credit)	CC	-	-	-	4	00 + 100
TOTAL			21	6		27	

SEMESTER – III

PAPER CODE	COURSE	C/E/S	L	T	P	CREDITS	IA+ETA (ITS)
MBA	Total Quality Management	CC	3	-	-	3	40 + 60
MBA	Entrepreneurship and Small Business	CC	3	-	-	3	40 + 60
MBA	Business Legislations	CC	3	-	-	3	40 + 60
MBA	Specialization Group - I Elective*01	ELECTIVE	3	-	-	3	40 + 60
MBA	Specialization Group - I Elective*02	ELECTIVE	3	-	-	3	40 + 60
MBA	Specialization Group - II Elective*01	ELECTIVE	3	-	-	3	40 + 60
MBA	Specialization Group - II Elective*02	ELECTIVE	3	-	-	3	40 + 60
MBA	Seminar/Add-on courses	AE & SD	-	1	-	1	100 +
MBA	Assignment/Add-on courses	AE &	-	1	-	1	100 +
MBA 310	Summer Training Viva-Voce (Virtual Credit)	CC	-	-	-	4	00 + 100
TOTAL			21	6		27	

SEMESTER – IV

PAPER CODE	COURSE	C/E/S	L	T	P	CREDITS	IA+ETA (ITS)
MBA 401	Strategic Management	CC	3	-	-	3	40 + 60
MBA 402	Management Information System	CC	3	-	-	3	40 + 60
MBA 404	Specialization Group - I Elective*03	CC	3	-	-	3	40 + 60
MBA 404	Specialization Group - I Elective*04	ELECTIVE	3	-	-	3	40 + 60
MBA 405	Specialization Group - II Elective*03	ELECTIVE	3	-	-	3	40 + 60
MBA 406	Specialization Group - II Elective*04	ELECTIVE	3	-	-	3	40 + 60
MBA 407	Open Specialization	GENERIC	3	-	-	3	40 + 60
MBA 408	Seminar/Add-on courses	AE & SD	-	1	-	1	100 +
MBA 409	Assignment/Add-on courses	AE &	-	1	-	1	100 +
MBA 410	Comprehensive Viva-Voce (Virtual Credit)	CC	-	-	-	4	00 + 100
TOTAL			21	6		27	

SPECIALTISATION LIST

❖ Marketing Management (MM) Specialization

Course Code	Course Title	Semester
MBA MK01	Consumer Behaviour	III
MBA MK02	International Marketing	III
MBA MK03	Integrated Marketing Communications	IV
MBA MK04	Service Marketing	IV

❖ Finance Management (FM) Specialization

Course Code	Course Title	Semester
MBA FM 01	Goods and Service Tax	III
MBA FM 02	Security Analysis and Investment Management	III
MBA FM 03	Financial Risk Management	IV
MBA FM 04	Foreign Exchange Management	IV

❖ Human Resource Management (HR) Specialization

Course Code	Course Title	Semester
MBA HR 01	Human Resource and Organizational Development	III
MBA HR 02	Legal Framework Governing Human Relations (Part-I)	III
MBA HR 03	Performance Management System	IV
MBA HR 04	Human Resource Planning	IV

❖ PROGRAM SYLLABUS (Jiwaji University affiliation)

101: PRINCIPLES AND PRACTICES OF MANAGEMENT

COs	Course Outcomes	Unit
CO1	To understand management's foundational concepts, its role in organizational success, the historical evolution of management thought, and the various approaches to effective management on modern business practices.	I
CO2	To Learn essential skills and tools required for effective strategic planning and decision-making such as PERT- CPM in planning, forecasting methods, environmental assessment techniques etc. to solve complex business challenges and optimize their organization's performance.	II
CO3	To Understand and apply the decision-making process, use effective methods, and use decision-support tools to make strategic, informed decisions that help the organization succeed.	III
CO4	To Develop organizational design and structure, including effective organizing, span of control, and modern matrix structures, to improve operational effectiveness.	IV
CO5	To develop the abilities to design effective control mechanisms, assess and evaluate organizational performance, and manage workplace issues to maintain and improve organizational productivity.	V

UNIT I

Concept; Nature, Importance; Management: Art and Science; Management as a Profession; Management Skills, Levels of Management; Approaches to management- Classical approach, Behavioural Approach; Quantitative Approach and Contemporary Approaches; Measurement of Corporate Social Responsibility.

UNIT II

What and Why of Planning; Types of Plans; Planning Effectively; Application of PERT- CPM in Planning and its importance; Techniques for Assessing Environment; Forecasting: Regression; Techniques for Allocating Resources- Budgeting.

UNIT III

The Decision-Making Process; Managers Making Decision: Rationality, Bounded Rationality, Role of Intuition and Role of Evidence Based Management; Types of Decision-Making Measurement of Biases & Errors with Statistical tools; Effective Decision Making.

UNIT IV

Designing Organization Structure-Work Specialization; Departmentalization; Chain of Command; Defining the Span of Control; Centralization and Decentralization; Formalization; Identifying Mechanistic Structures and Organic Structures; Contingency Factors affecting Structural Choice; Traditional Organizational Designs; Contemporary Organizational Designs: Functional Structure, Divisional Structure, Matrix Structure, Boundary-less Structure; Learning Organizations.

UNIT V

Concept: Process: Controlling for Performance - Concept; Measures- Organizational Productivity, Organizational Effectiveness, Industry and Company Rankings; Tools for Measuring Organizational Performance- Feed forward/Concurrent/Feedback Controls; Financial Control: Ratio Analysis; Informational Control; Balance Scorecard; Contemporary Issues in Control-Adjusting Controls for Cross Cultural Differences; Workplace Concerns, Workplace Violence.

Suggested Reading:

- Stoner, J. A. F. Freeman. R. E., & Gilben. D- R. (2001). Management. Pearson Education India
- Koontz. Harold. Heinz Weinrich, and Mark V. Cannice' Essentials of Management: An International, Innovation and leadership perspective. MC Graw Hill Education 2020
- Robbins, S. P., & Coulter, M. (2012). Management Pearson
- Measuring Corporate Social Responsibility: A Scale Development Study (2009)
- Ouchi, W. C., & Dowling, J. B (1974). Defining the Span of Control

102: MANAGERIAL ECONOMICS

COs	Course Outcomes	Unit
CO1	To Understand the Nature, Scope, and Significance of Managerial Economics and its Relationship with other Disciplines.	I
CO2	To Interpret regression analysis and discuss why it's employed in decision-making.	II
CO3	To Explain uniform pricing and how it relates to price discrimination and total revenue.	III
CO4	To Understand the four basic market models of perfect competition, monopoly, monopolistic competition, oligopoly, and how price and quantity are determined in each mode	IV
CO5	To Identify appropriate macro policy options in response to the state of the economy; understand the effectiveness and limitations of fiscal and monetary policy for a given state of the economy; choose an appropriate fiscal and monetary policy for a given state of the economy	V

UNIT I

Introduction to Economics: Nature and Scope of Managerial Economics; Significance in Decision-Making and Fundamental Concepts; Objectives of a firm, Utility and its types. Demand Analysis: Law of Demand, Exception to the Law of Demand; Determinants of Demand; Market Demand versus Individual Demand; Shifts in the Demand Curve. Elasticity of Demand: Price; Income; Cross and Advertising Elasticity; Use of Elasticity of Demand for Managerial Decision Making; Measurement of Elasticity of Demand – Point Elasticity and Arc Elasticity: Regression and Elasticity of Demand.

UNIT II

Demand Forecasting: Regression Analysis: Interpreting and Potential Problems in Regression; Time-Series Models; Fitting a Simple Trend; Barometric Models; Forecasting Performance. Supply: Meaning, Significance and Methods; Supply Analysis: Law of Supply; Market Supply versus Individual Supply; Shifts in the Supply Curve.

Supply and Demand Together: Equilibrium; Three Steps to Analyzing Changes in Equilibrium.

UNIT III

Production Concepts & Analysis: Production Function; Single Variable-Law of Variable Proportion; Two Variable- Law of Returns to Scale; Cobb-Douglas Production Function; Cost Concept and Analysis; Short-Run and Long-Run Cost Curves and their Managerial Use.

Market: Equilibrium and Average Revenue Concept.

Market Structure: Perfect Competition; Features; Determination of Price and Output under Perfect Competition.

Monopoly: Features; Pricing and Output Determination under Monopoly.

Monopolistic: Features; Price and Output Determination under Monopolistic Competition; Product Differentiation; Price Discrimination.

UNIT IV

Oligopoly: Features; Quantity competition-A Dominant Firm; Competition among Symmetric Firms. Price Competition: Price Rigidity and Kinked Demand; Price Wars and the Prisoner's Dilemma; Price Leadership.

Pricing Strategies: Price Determination; Full Cost Pricing; Product Line Pricing; Price Skimming; Penetration Pricing.

UNIT V

National Income: Concepts; Measuring the Value of Economic Activity through Gross Domestic Product, GDP Deflator, Real GDP vs. Nominal GDP, Other Measures of Income.

Employment: Keynes' Theory of Employment; Measuring Joblessness through Unemployment Rate.

Inflation: Types; Causes and Measurement; Business Cycle; Profit, Concept and Major Theories of Profits; Dynamic Surplus Theory; Risk & Uncertainty Bearing Theory and Innovation Theory.

MBA 103: ACCOUNTING FOR MANAGERS

COs	Course Outcomes	Unit
CO1	To understand the financial accounting concepts, principles, and conventions to enhance managerial decision-making and financial reporting proficiency.	I
CO2	To apply the double-entry system of accounting, ensuring accurate recording and interpretation of financial transactions for managerial decision-making.	II
CO3	To analyze financial statement and ratios for enabling effective evaluation of business performance and strategic decision-making	III
CO4	To develop skills in fund flow analysis and cash flow analysis to assess financial stability, liquidity, and strategic resource allocation, enhancing managerial decision-making in dynamic business environments.	IV
CO5	To Develop a comprehensive understanding of cost accounting principles and practices to facilitate effective cost control, resource allocation, and informed managerial decision-making	V

UNIT I

Basics of Financial Accounting: Meaning; Scope; Functions of Financial Accounting; Cost and Management Accounting; Difference between Book-Keeping and Accounting; GAAP; Financial Accounting; Concepts and Conventions.

UNIT II

Double Entry System: Preparation of Journal; Ledger and Trial Balance: Preparation of Final Accounts; Trading; Profit and Loss Account; Balance Sheet with Adjustment Entries; Problems of Final Accounts with Adjustment.

UNIT III

Financial Statement Analysis and Ratio Analysis: Meaning, Significance and Types of Financial Statement Analysis; Comparing Financial Data Across Companies; Statements in Comparative and Common Size Form; Meaning of Ratio and Ratio Analysis; Classification of Ratios: Liquidity Ratio, Capital Structure Ratio, Turnover Ratio and Profitability Ratio.

UNIT IV

Funds and Cash Flow Analysis Funds from Operation; Sources and Uses of Funds; Preparation of Schedule of Changes in Working Capital and Funds Flow Statements; Its Uses and Limitations; Cash Flow Analysis; Cash from Operation; Preparation of Cash Flow Statement; Its Uses and Limitations; Distinction between Funds Flow and Cash Flow

UNIT V

Cost Accounting Elements of Cost; Types of Costs; Preparation of Cost Sheet; Standard Costing; Variance Analysis; Material Variances; Labor Variances; Simple Problems Related to Material and Labor Variances Only; Marginal Costing; Marginal Cost and Marginal Costing; Importance; Break-Even Analysis.

Suggested Readings:

- Garrison, R. H. (2017). Managerial Accounting (15th ed ed.). 15th ed. Boston:Irwin/McGraw-Hill. Griffin, Ricky.
- Gupta, A. (2004). Financial Accounting for Management. Delh: Pearson.
- Kuppapally, J. J. (2010.). Accounting for Managers. PHI.
- R, N. (2011.). Financial Accounting. Delh: PHI.
- Shah, P. (2007.). Basic Accounting For Managers. Delh: Oxford.

104: STATISTICS FOR MANAGERIAL DECISION MAKING

COs	Course Outcomes	Unit
CO1	To understand and apply the graphical and numerical descriptive statistics in managerial decision-making.	I
CO2	To understand and apply the measures of dispersion, skewness, and kurtosis in business problems.	II
CO3	To understand and apply the correlation and regression to analyze underlying relationships in solving business decision-making.	III
CO4	To articulate and apply probability rules and concepts, Bayes' theorem and Probability theoretical distributions in business decision-making.	IV
CO5	To apply and analyze various estimation theories and hypothesis testing (inferential statistics) through various tests.	V

UNIT I

Basic concept of Statistics: Application of Descriptive and Inferential Statistics in Managerial Decision Making; utility and limitation of Statistics.

Presentation of Data: Bar Diagrams; Histograms; Frequency Polygon; Frequency Distribution Curves. Measures of Central Tendency: Mean; Median and Mode and their implications.

UNIT II

Measures of Dispersion: Range, Mean Deviation, Standard Deviation, Coefficient of Variation (C. V.), Skewness, Kurtosis.

UNIT III

Correlation: Meaning and types of Correlation, Karl Pearson and Spearman Rank Correlation. Regression: Meaning, Regression Equations and their Application, Partial and Multiple Correlation and Regression.

UNIT IV

Probability: Concept of Probability and its Uses in Business Decision; Addition and Multiplication Theorems; Bayes Theorem and its applications.

Probability Theoretical Distribution: Concept and Application of Binomial; Poisson and Normal Distribution.

UNIT V

Estimation Theory and Hypothesis Testing: Sampling Theory; Formulation of Hypothesis; Application of Z test; t test; F test; Chi-Square test; Techniques of Association of Attributes.

Suggested Readings:

- Herkenhoff, L., & Fogli. J. (2013). Applied Statistics for Business and Management wing Microsoft Excel. New York, NY: Springer New York, <https://doi.org/10.1007/978-1-4614-8423-3>
- Keller, G. (2015). Statistics for Management and Economies. Abbreviated. Cengage Learning.
- Levine. D. M., Berenson, M. L., Stephan. D., & Lysell, D. (1999). Statistics for managers using Microsoft Excel. Prentice Hall Upper Saddle River, NJ.

105: BUSINESS ENVIRONMENT

COs	Course Outcomes	Unit
CO1	To explain the concept of business environment and its strategic implications.	I
CO2	To analyze the different economic systems, planning models, policies, and trends in the Indian economy	II
CO3	To apply their knowledge of social and political factors to develop strategies for managing these factors to their advantage.	III
CO4	To evaluate the impact of technological and natural environments on business and economic development.	IV
CO5	To evaluate the challenges and opportunities of economic development and create a new business plan for an MSME that addresses these challenges and opportunities.	V

UNIT I

An Overview of Business Environment

Concept & Types of Business Environment - Internal & External Environment; Scope, Characteristics, and Objectives of Business Environment: Linkages among Business Environment and Strategic

Management: Competitive Structure of Industries: Environmental Analysis and its Objectives; Process and limitations of Environmental Analysis.

Unit II

Economic Environment

Concept & Nature of Economic Environment: Basic Economic System: Economic Planning: Five Year Plans, their Achievements and Failures: Economic Policies- New industrial policy. FEMA Monetary and fiscal policies: Consumer Protection Act and Competition Law Liberalization. Privatization and Globalization of Indian Economy, Trends and Issues.

Unit III

Socio-Political Environment

Meaning of Social Environment; Need of assessing Social Environment for Business Nature and Impact of Culture on Business; Culture and Globalization, Culture and Organizational Behavior. Social Responsibilities of Business; Business Ethics & Corporate Governance: Meaning of Political Environment; Relationship between Business and Government; Economic, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government towards Business, Constitutional Provisions affecting Business.

Unit IV

Technological and Natural Environment

Meaning of Technological Environment; Importance of Technological Developments on Economic Development in India: Sources of Technological Dynamics: Technology Driven Businesses in India: Role of Technology in Globalization; Cost-benefit Analysis of Technological Developments in India: Meaning of Natural Environment; Interface between Business and its Physical Environment:

Unit V

Introduction to MSME's

Concept. Evolution. Role and Significance of MSME's in Economic Development; Policies for MSME: Challenges and Opportunities of MSMEs in the Current Scenario, Preparation of Project report on MSME

Suggested Readings:

- Chandra Prasanna Project-planning analysis financing, implementation (nd)
- David H. (2007) Entrepreneurship New venture Creation India: Prentice Hall
- Desai, V. (2018) Dynamics of Entrepreneurship Development 16th edition ed) Mumbai: Himalaya Publishing House.
- Desai, Vasam: Proct Management. (n.d)
- Dollinger. M. (2007) Entrepreneurship Strategy and Resources (4th edition ed.) Marsh Public.

106: BUSINESS COMMUNICATION

COs	Course Outcomes	Unit
CO1	To learn and understand the fine prints of Business Communication with all the initial concepts of Communication in organisation.	I

CO2	To equip individuals with the essential communication and presentation skills needed for success in getting selected for Job or for effective working at the workplace.	II
CO3	To enhance the skills of writing Business letters in the required format as per the required situation.	III
CO4	To enhance the skills of writing official communication as and when required at the workplace.	IV
CO5	To learn how to use social media effectively for communicating and for spreading information in the outside world.	V

UNIT I

Introduction to Business Communication: Meaning, Need, Purpose and Types of Communication; Process of Communication; Communication Structure in Organization; Barriers to Communication; Gateway in Communication; 7 Cs of Communication; Impact of Cross-cultural Communication; Use of Technology to improve Business Communication.

UNIT II

Employment Communication: Resume Writing and Cover Page Draft, Group Discussions. Interview, Candidate's Preparation for Interview, Effective Listening Skills, Mock Interview, Communication Networks, Intranet, Internet, Teleconferencing and Video Conferencing.

Presentation Skills: Essential Elements of an Effective Presentation, designing a presentation, Advanced Visual Support for Business Presentation, Types of Visual Aid, Appearance & Posture, Practicing Delivery of Presentation.

UNIT III

Written Communication: Purpose of Writing: Clarity in Writing; Principles of Effective Writing; Writing Techniques. Business Letters and Reports: Introduction to Business Letters, Types of Business Letter, Layout of Business Letter; Reports; Definition and Purpose, Types of Business Reports, Reports Writing.

UNIT IV

Group Communication: Meetings; Need, Importance and Planning of Meetings, Drafting of Notice, Agenda, Minutes & Resolutions of Meeting, Writing Memorandum, Press Release. Press Conference, Business Etiquettes Netiquettes, Telephonic & Table Etiquettes.

UNIT V

Corporate Communication: Definition, Scope. Importance & Components of Corporate Communication, Professional Communicator Responsibilities, Corporate Communication & Public Relation, Role of social media in Communication.

Suggested Readings:

- Lesikar, R. V. & Pettit, Jr. J.D. Basic Business communication: Theory& Application, (10th Edition.). Tata Mc Grow Hill.
- Sehgal, M.K. &Khetrapal, V. Business Communication, Excel Books.
- Chaturvedi, P.D. (2006). Business Communication (3rd Edition.) Pearson Education.
- Sharma, R.C. & Krishna, M. Business: Correspondence and Report Writing (3rd Edition.) Tata McGraw Hill.

- Pal, R. Business Communication. Sultanchand& Sons Publication.
- Bisen & Priya. Business Communication, New Age International Publication.

107: COMPUTER APPLICATIONS

COs	Course Outcomes	Unit
CO1	To summarize fundamental computer concepts, including its key components, software, and operating system.	I
CO2	To gain proficiency in Microsoft Office applications such as MS Word and MS PowerPoint.	II
CO3	To understand and apply the basic knowledge of MS Excel.	III
CO4	To learn to effectively utilize basic formulas and functions in MS Excel.	IV
CO5	To acquire proficiency in applying conditional formatting, data sorting and filtering, and creating/editing pivot charts and tables in MS Excel.	V

UNIT-I

Introduction: Computer hardware and software, Framework of computer, input and output devices. Computer memories, central processing unit, types of computer: types of software: system software and application software, some basic terms related to operating system.

UNIT-II

MS Word: Some basic terms- toolbar, format bar and status bar, insert tables, charts, smart arts, adding graphics, pages options, insert citations. Creating, editing and saving word document, use of auto text, spelling and grammar tool, creating a cover letter, mail merge.

MS PowerPoint: Preparation of power point presentation. What to include and what not to include in slides, inserting new slide and deleting any slide, use of master slides, insertion of figure, graphics and charts in presentation.

UNIT-III

Introduction to MS Excel: Understanding Basic working with Excel. Quick review on MS Excel Options, ribbon, sheets. Saving Excel File as PDF, CSV and older versions. Copy, Cut, Paste, Hide, Unhide and link the data in Rows, Columns and Sheet; Using paste special options, Formatting cells, Rows, Columns and sheets, Protecting and Unprotecting cells, rows, columns and sheets with or without password, Page Layout and Printer properties, Inserting Pictures and other objects in worksheets, Understanding Data Consolidation, Consolidating With Identical layouts, Consolidating With Different Layouts.

UNIT-IV

Working with formulas/functions:

- Lookup and Reference Functions: VLOOKUP, HLOOKUP. INDEX, ADDRESS. MATCH, OFFSET, TRANSPOSE, INDIRECT etc.
- Logical Functions: IF/ELSE, AND, OR, NOT, TRUE, NESTED IF/ELSE etc.
- Database functions: DGET, DMAX, DMIN, DPRODUCT, DSTDEV, DSTDEVP, DSUM, DVAR, DVARP etc.
- Date and time functions: DATE, DATEVALUE, DAY, DAY360, SECOND, MINUTES, HOURS, NOW, TODAY, MONTH, YEAR, YEARFRAC, TIME, WEEKDAY, WORKDAY.
- Information functions: CELL, ERROR.TYPE, INFO, ISBLANK, ISERR, ISERROR, ISEVEN, ISLOGICAL ISNA, ISNONTTEXT, ISNUMBER, ISREF, ISTEXT, TYPE etc.

- Math and trigonometry Functions: RAND, ROUND, CEILING, FLOOR, INT, LCM, MOD, EVEN, SUM, SUMIF, SUMIFS etc.
- Statistical Functions: AVEDEV, AVERAGE, AVERAGEA, AVERAGEIF, COUNT, COUNTA, COUNTBLANK, COUNTIF, FORECAST, MAX, MAXA, MIN, MINA, STDEVA and Using Data analysis.

UNIT-V

Conditional Formatting: Using Conditional formatting, Using Conditional formatting with multiple cell rules, Using Color Scales and Icon sets in conditional formatting, Creating new rules and managing existing rules.

Data Sorting and Filtering: Sorting data A-Z and Z-A, Using Filters to sort data, Advance filtering options Pivot tables, Creating Pivot tables and using pivot table options, Changing and updating data range, Formatting Pivot table and making Dynamic Pivot Tables.

Pivot Charts: Changing and updating Data Range, Types of pivot charts and their usage, Formatting pivot charts and making Dynamic Pivot Charts.

Suggested Readings:

- Frandsen, T. L. (2010). Microsoft Office Excel. Retrieved from www.bookboon.com
- Leon, M., & Leon, A. (2009). Introduction to Computers (1st ed.), Vikas publishing.

201: MARKETING MANAGEMENT

COs	Course Outcomes	Unit
CO1	To understand relevant functional areas of marketing management and its application.	I
CO2	To explain the different concepts of marketing.	II
CO3	To apply the knowledge, concepts, tools necessary to overcome challenges, and issues of marketing in a changing technological landscape.	III
CO4	To analyze the factors affecting the marketing environment through market research.	IV
CO5	To develop skills in the identification and resolution of problems in marketing management.	V

UNIT I

Introduction to Marketing:

Definition, Nature and Scope of Marketing; Marketing Concepts; Marketing Philosophies. Customer Value- Customer Life time Value, Practical Problems in Measuring Customer Life time Value; Holistic Marketing, Concept of Marketing Orientation- Consumer Orientation; Concept of Marketing Environment- Understanding the impact of Micro and Macro environment.

UNIT II

Identifying and Selecting Markets:

Market Segmentation- Purpose and Methods of Marketing Segmentation, Learning the Use of Cluster Analysis in Segmenting Markets; Concept of Targeting and Positioning- Problem with Classical Positioning Concept and New Paradigm-Breakaway Positioning, Reverse Positioning, Stealth Positioning.

UNIT III

Marketing Mix:

Product Planning- Product Mix Decisions, Product Line, Complexity of Managing Lengthy Product Line, New Product Development, Product Life Cycle; Branding, Pricing Decision; Pricing Objectives; and Role of Pricing in Firm's Profitability; Major Pricing Strategies. Role of Marketing Channel, Different Distribution Channel; Factors Affecting Channel Distribution. Management of Channels: Current Trends in Wholesaling and Logistic.

UNIT IV

Promotion Mix and Bottom of Pyramid:

Understanding the concept of Marketing Communication; Role of Promotion in Marketing; Determining Promotional Mix, Sales Promotion, Personal Selling and Sales Management; Concept of Bottom of the Pyramid Markets (BOPMs)- its importance, Role of MNCs in Bottom of Pyramid, Strategies and Challenges in BOP.

UNIT V

Social and Mobile Marketing:

The 4E framework for social media. Categories of social media, App Pricing Models. Three Components of a Social Media Strategy, Concept of Pay Per Click Advertising. Profitability Model for PPC Advertising: Concept of Retailing and Omnichannel Marketing- Choosing Retailing Partners, Types of Retailers, Effective Omnichannel Retailing.

Suggested Readings:

- Deshpandé, & Farley. (1993). Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrant Analysis. *Journal of Marketing*, 57(1), 3- 37.
- Grewal, & Levy. (2017). *Marketing* (5 ed.). McGraw Hill Education.
- Jaworski, & Kohli. (1993). Market Orientation: Antecedents and Consequences. *Journal of Marketing*, 57(3), 53-70.
- Kotler, P., & Keller. K. L. (2012). *Marketing management* (14 ed.). Pearson.
- Prahalad, C. K. (2005). *The Fortune at the Bottom of the Pyramid*. Philadelphia: Wharton School Publishing

202: ORGANIZATIONAL BEHAVIOUR

COs	Course Outcomes	Unit
CO1	To understand the conceptual framework of the discipline of OB and its practical applications in the organizational set up.	I
CO2	To critically evaluate and analyze various theories and models that contributes in the overall understanding of the discipline	II
CO3	To deeply understand the role of individual, groups and structure in achieving organizational goals effectively and efficiently.	III
CO4	To correlate the complexities associated with human resources handling in organizations.	IV
CO5	To accept and embrace in working with different people from different cultural and diverse background in the workplace.	V

UNIT I

Concept, Nature and Importance of Organizational Behaviour; Models of Organisational Behavior; Perception and Attribution Theory: Concept; Nature; Process; Importance; Management and Behavioural Applications of Perception.

UNIT II

Attitude: Concept; Process; Importance; Techniques of Attitude Measurement;
Personality: Concept; Nature; Types and Theories of Personality; Shaping O.B;
Learning: Concept and Theories of Learning.
Motivation: Theories of Motivation; Motivating a Diverse Workforce.

UNIT III

Leadership: Style and Theories of Leadership- Trait; Behavioural and Situational Theories; Leadership Styles in Indian Organisations.
Analysis of Interpersonal Relationship; Group Dynamics: Definition; Stages of Group Development; Group Cohesiveness; Formal and Informal Groups; Groups Processes and Decision Making; Dysfunctional Groups; Punctuated Equilibrium Model.

UNIT IV

Organisational Power and Politics: Concept; Sources of Power; Distinction Between Power, Authority, and Influence; Political Implications of Power; Dysfunctional Uses of Power; Stress Understanding and its Consequences; Causes of Stress; Managing Stress.

UNIT V

Knowledge Management and Emotional Intelligence in Contemporary Business Organisation:
Organizational Change: Concept; Nature; Resistance to Change; Managing Resistance to Change; Implementing Change; Kurt Lewin Theory of Change.
Conflict: Concepts; Sources; Types; Functionality and Dysfunctionality of Conflict; Classification of Conflict - Intra; Individual; Interpersonal; Intergroup and Organizational; Resolution of Conflict; Meaning and Types of Grievance Handling.

Suggested Readings:

- Fred; L. (2011). Organizations Behaviour (12th edition ed.). New York; Mc Graw Hill.
- K: A. (2016). Organizational Behaviour (12th edition ed.). New Delhi: Himalaya Publishing House.
- Kumar, P.; & Thakur, K. (2011). Text book of Organization Behavior, New delhi: Wisdom Publications.
- Stephen: P. (2013). Organizational Behaviour (15th edition ed.). New Delhi: Pearson
- Education.Udai: P. (2016). Understanding Organizational Behaviour (4th edition ed.). New Delhi: Oxford Higher Education.

203: RESEARCH METHODOLOGY

COs	Course Outcomes	Unit
CO1	To understand the concept of research and its application in various managerial areas.	I
CO2	To demonstrate the ability to choose methods appropriate to research aims and objectives	II
CO3	To show enhanced writing skills	III
CO4	To improve advanced critical thinking skills	IV
CO5	To develop skills in qualitative and quantitative data analysis and presentation	V

UNIT I

Background:

1. Introduction to Research and the Research Process.
2. Types of Research.
3. Developing Research Questions
4. Contributions of Research to Theory and Practice.
5. Research Ethics and Integrity

UNIT II

Literature Review:

1. Identifying, Accessing and Managing Information and Scholarly Literature
2. Academic Writing and Referencing
3. Literature Review Development
4. Argumentation and Synthesis

Quantitative Methods - I

1. Data and Variables.
2. The Nature of Quantitative Research
3. Descriptive and Influential Statistics.
4. Sampling.
5. Designing and Coding Questionnaires.
- 6 Data Entry and Screening
7. Hypothesis Testing.

UNIT III

Quantitative Methods - 2:

1. Association: Correlation Coefficients.
2. Bivariate Regression
3. Association - Chi-square Tests.

UNIT IV

Quantitative Methods -3:

1. Difference: t-tests.
2. Difference: ANOVA.
3. Reliability, Validity, and Rigour.

UNIT V

Report Preparation

1. Reporting a Quantitative Study.
2. Types and Layout of Research Report.
3. Precautions in preparing the Research Report.
4. Bibliography and Annexure in the Report.

204: OPERATIONS RESEARCH

COs	Course Outcomes	Unit
CO1	To understand and apply the ideas of Operation Research in managerial decision making.	I
CO2	To understand, analyze, and evaluate the formulation of linear programming models and feasible solutions to transportation problems.	II

CO3	To understand, analyze, and solve the problems related to Game theory and Job sequencing.	III
CO4	To understand, apply, and analyze the SQC, different charts, and to evaluate the problems of dynamic programming.	IV
CO5	To understand, apply, and analyze Project management through CPM and PERT techniques.	V

UNIT I

Operations Research:- Uses, Scope, and applications of operations research in managerial decision-making.

Decision-making environments:- Decision-making under Certainty; Uncertainty and risk situations.

Decision tree approach and its applications.

Assignment Model:- Algorithm and its applications.

UNIT II

Linear Programming: Mathematical formulations of LP models for Product-Mix problem; Graphical and Simplex methods of solving LP problem: Sensitivity analysis; Duality.

Transportation Problem: Various methods of finding an initial basic feasible solution and optimal solution.

UNIT III

Game Theory: Concepts of game. Two-person Zero-sum game; Pure and Mixed Strategy game; Saddle point; Odds methods and Graphical method for solving Mixed Strategy game.

Sequencing Problem: Johnson's algorithm for n jobs and two machines; n jobs and three machines; two jobs and m-machines problems.

UNIT IV

Dynamic-Programming: Capital budgeting problem: Shortest route problems.

Statistical quality control: Meaning; Benefits of SQC; Control chart for the variable mean chart, R-chart; Control chart for attributes: c-chart, np-chart, p-chart.

UNIT V

Project Management: Rules for drawing the network diagram; Applications of CPM and PERT techniques in Project planning and control: Crashing of operations.

205: FINANCIAL MANAGEMENT

COs	Course Outcomes	Unit
CO1	To understand various concepts related to Financial Management	I
CO2	To appraise the implication of the financial environment and valuation techniques.	II
CO3	To analyze the complexities associated with management of cost of funds in the capital Structure	III
CO4	To develop critical thinking and problem solving competencies	IV
CO5	To evaluate financial risk and its relation to investment return	V

UNIT I

The Role of Financial Management and Time Value of Money:

Concept of finance, Scope and Objective of Finance, Profit Maximisation vs. Wealth Maximisation, Functions of Finance manager in modern age, financial management process, Investment Decision; Financing Decision; Asset Management Decision; Value Creation; Managing and Acquiring Assets; Financing Assets; Simple Interest; Future Value (Terminal Value); Present value; Compound Interest; Single Amounts; Compound Growth; Discount rate (Capitalization Rate); Annuities; Perpetuity; Time value of money.

UNIT II

Capital Budgeting:

The Capital Budgeting Process; Capital Budgeting and Estimating Cash Flows; Capital Budgeting Techniques; Project Evaluation and Selection; Alternative Methods; Payback Period; Internal Rate of Return; Net Present Value; Profitability Index; Multiple Internal Rates of Return; Potential Difficulties Dependency and Mutual Exclusion; Ranking of Projects; Multiple Internal Rates of Return.

UNIT III

Cost of Capital:

Overall Cost of Capital of the Firm; Cost of Debt; Cost of Preferred Stock; Cost of Equity Expected Return; Factors that can Affect Cost of Capital; Break Even Point of Marginal Cost of Capital; Capital-Asset Pricing Model Approach; Cost of Equity; Before-Tax Cost of Debt Plus Risk Premium Approach; Rationale for a Weighted Average Cost; Economic Value Added (EVA).

UNIT IV

Leverage:

Operating Leverage; Degree of Operating Leverage (DOL) or Its Automotive Division; Financial Leverage; Analysis Degree of Financial Leverage (DFL); Total Leverage Degree of Total Leverage (DTL); DTL and Total Firm Risk; Cash-Flow Ability to Service Debt Coverage Ratios or Probability of Cash Insolvency.

UNIT V

Break-Even Analysis:

EBIT-EPS Break-Even; Break-Even Chart (Selection of the Approach; Output Measurement; Total Cost Curve; Total Revenue Curve; Break-Even Point; Margin of Safety); Calculation of Margin of Safety; BEP in term of Sales Value; Types of Break-Even Point; Multiple Product Firms and Break-Even Point; Managerial Uses of Break-Even Analysis.

Dividend Decision:

Forms of Dividend, Concept of Retained Earnings and Plough Back of Profit, Dividend Theories and Dividend Policy: Walter Model, Gordon's Model and Modigliani Miller Model; Factor Affecting Dividend Decision. Overview of working Capital Decision: Concept, Components, Factor Affecting working Capital Requirement.

206: INTRODUCTION OF SUSTAINABLE DEVELOPMENT

COs	Course Outcomes	Unit
CO1	To define and understand the concept of sustainable development, including its historical context, key principles, and evolving definitions.	I

CO2	To understand the principles and concepts of product sustainability management and its importance in the context of sustainable development.	II
CO3	To analyse and reflect on the ethical dimensions of integrating sustainability into business practices, including social justice, equity, and responsible governance.	III
CO4	To evaluate the benefits and challenges of incorporating sustainable design and green supply chain practices from a business perspective.	IV
CO5	To Analyze the impact of Supply chain on Sustainability and also to understand about sustainability reporting	V

UNIT I

Introduction to the concept of Sustainability in business. Reasons for its growing importance, benefits to organizations and the society. Existing state of sustainability in the world. Sustainability Pillars (Environmental, Social, Economic, Governance).

UNIT II

Product Sustainability Management, Life Cycle Thinking. Product Life Cycle Management, Environmental Life Cycle Assessment, The Green marketing mix, Introduction to sustainable packaging, concept of life cycle analysis and its impact on product design.

UNIT III

Integrating Sustainability into Business, systems thinking for sustainability. Value Chain perspective, sustainability strategy and planning, relative assessment of sustainability and Corporate Social Responsibility.

UNIT IV

Introduction to sustainable designs, sustainable designs in creation of competitive advantage, Concept of eco-labeling and its impact on consumer choice, concept of green certifications leveraged to benefit product marketing

UNIT V

Concept of green supply chain, Impact of supply chain on sustainability, elements of green logistics, concept of sustainability reporting

Suggested Reading:

- Blackburn, W. (2015). The Sustainability Handbook - The Complete Management Guide to Achieving Social, Economic, and Environmental Responsibility.
- Environmental Law Institute, Washington, DC. Savitz, A.W. (2006). The Triple Bottom Line How Today's Best-Run Companies are Achieving Economic, Social, and Environmental Success. Jossey-Bass.

207: HUMAN RESOURCE MANAGEMENT

COs	Course Outcomes	Unit
CO1	To integrate the knowledge of HR concepts & HR metrics to take correct business decisions.	I
CO2	To measure and forecast HR supply and demand, do Job analysis, and design Job specifications.	II

CO3	To understand and apply the concepts of Job Satisfaction, Employee Loyalty, Commitment & Motivation.	III
CO4	To understand and apply the concepts of Job Analysis.	IV
CO5	To understand the concept of recruitment, selection, leadership and stress management.	V

UNIT I

The Dynamic Environment of HRM: Introduction, Functions, Scope and Significance of HRM: Human Capital in organizations; Managing Human Resources in organizations; HR Management Roles; Effects of Technology on HRM; Workforce Diversity; HR Management competencies and careers: Best HR Practices of Top Business organizations in India.

HR Metrics: Measuring - Employee involvement, Diversity, Competencies.

UNIT II

Assessing the Internal Workforce: Jobs and Skills Audit, Organizational Capabilities

Using a Skills Database:

Forecasting HR Supply and Demand. Forecasting Methods and Periods, HR On-the-Job Discovering What Works with a "skills Database", Forecasting the Demand for Human Resources,

Forecasting the Supply of Human Resources

Measuring Effectiveness Using HR Metrics. HR Score Card HR Audit.

UNIT III

Organization/Individual Relations: The Psychological Contract, Generational Differences. Job Satisfaction, Loyalty, and Commitment: Loyalty and Organizational Commitment, Individual Employee Performance, Individual Performance Factors, Individual Motivation. Management Implications for Motivating Individual Performance.

Retention of Human Resources: Myths about Retention, Why People Stay or Leave, Drivers of Retention: Characteristics of the Employer, Job Design/Work, Career opportunities.

Employee Absenteeism: Types of Absenteeism. Controlling Absenteeism;

Employee Turnover: Types of Employee Turnover: Turnover and "Churn"

HR Metrics: Measuring - Job Satisfaction. Employee Loyalty and Employee Commitment

UNIT IV

Jobs and Job Analysis: Nature of Job and Work: Position Analysis Questionnaire; The Multifaceted Nature of Job Analysis.

Job Design/Redesign: classic Approaches to Job Design, characteristics of Jobs, Using Teams in Jobs. Types of Teams, Advantages and Disadvantages of Team Jobs

Nature of Job Analysis: Task-Based Job Analysis, competency-Based Job Analysis, choosing a Job

Analysis Approach;

Job Analysis Methods: observation, Interviewing, Questionnaires, computerized system

Behavioral Aspects of Job Analysis: "inflation" of Jobs and Job Titles, Employee and Managerial Anxieties, Current incumbent Emphasis.

HR Metrics: Writing a Job Advertisement

UNIT V

Recruitment and Selection: Concept; Recruiting Goals, Factors that Affect Recruiting Efforts, Constraints on Recruiting Efforts, Recruiting Sources; online Recruiting; Recruitment Alternatives; Foundation of Selection: Selection Process; Recruitment and Selection Process of Top Business Organizations in India;

Establishing the Performance Management System: Introduction; Purpose; The Appraisals Process: Appraisals Methods; Evaluating Absolute Standard; Relative Standard Methods; Factors that can Distort Appraisals; Comparing Methods of Top Business Organizations in India.

Stress Management: Models, Types, Techniques and interventions of Stress Management

HR Metrics: Measuring - Stress, Performance

Suggested Readings:

- Decenzo. D. A., & Robbins, S. P. (2010). Fundamentals of Human Resource Management. John Wiley & Sons Inc.
- Mathis. R. L. & Jackson, J. H. (2008). Human Resource Management. Thomson South-Western.
- Rao. P. (2014). Essentials of Human Resource Management and Industrial Relations. Himalaya Publishing House.

301: TOTAL QUALITY MANAGEMENT

COs	Course Outcomes	Unit
CO1	To illustrate the basic framework of TQM, and the philosophy given by quality gurus.	I
CO2	To demonstrate various quality tools utilization for continuous quality improvement.	II
CO3	To apply the various quality management techniques for business.	III
CO4	To understand planning, designing, and recognition in quality leadership	IV
CO5	To apply various quality systems and auditing on the implementation of TQM.	V

UNIT I

Principles of quality management, Definitions of quality, Quality philosophies of Deming, Juran, and Crosby, Concept of cost of quality, Dimensions of quality, Service vs. Product quality, Quality and business performance, Vision Mission statements and quality policy.

UNIT II

Total Quality Management, Evolution of TQM, TQM models, Human and system components, Continuous improvement strategies, Deming Wheel, Customer concept, customer focus, Customer satisfaction index, Seven old QC tools, Seven new management tools, Statistical quality control techniques, Mistake proofing, Capability analysis, Reliability prediction analysis, Total productive maintenance.

UNIT III

Quality Circle, 5S principle, top management's commitment and involvement. Quality management tools for business applications, Principles and applications of quality function deployment, Failure mode and effect analysis, Taguchi Techniques.

UNIT IV

Quality imperatives for business improvement, Leadership for quality management, Quality planning, Designing for quality and manufacturing for quality, Malcolm Baldrige National Quality Award, Rajeev Gandhi National Quality Award.

UNIT V

Introduction—Benefits of ISO Registration—ISO 9000 Series of Standards—ISO 9001 Requirements—Implementation—Documentation—Environment Management System: Introduction—ISO 14000 Series Standards—Concepts of ISO 14001—Requirements of ISO 14001—Benefits of EMS. Contemporary issues in quality - Benchmarking, JIT, Six Sigma.

Suggested Readings:

- Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, and Mary (1999). Total Quality Management. Prentice-Hall, Inc, ISBN: 0-13-639403-5.
- Besterfield Sacre (2003). Total Quality Management, Pearson Education. ISBN-13: 9780131228092
- Joseph M. Juran and A. Blanton Grodrey (1999). Juran's Quality Handbook (5th Edition), McGraw Hill.
- D.D. Sharma (2011). Total Quality Management: Principles, Practice and Cases, Sultan Chand & Sons.
- Peter S. Pande, Robert P. Neuman, Roland R. Cavanagh (2000). The Six Sigma Way (1st Edition), McGraw Hill.

302: ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

COs	Course Outcomes	Unit
CO1	To understand the key resources required to develop an existing business such as ideas and finance, launch a new venture, or initiate a business enterprise.	I
CO2	To impart basics of entrepreneurial skills for better understanding of current scenario	II
CO3	To make effective decisions while following strategies for promoting an entrepreneurial climate	III
CO4	To analyse the entrepreneurial activities	IV
CO5	To evaluate the institutional support at various levels for determining the entrepreneurial climate	V

UNIT I

Evaluation and concept of Entrepreneurship: Concept of entrepreneur, Manager individual & corporate entrepreneur, Characteristics of successful entrepreneurship, Entrepreneurship, innovation, invention, creativity, Business idea, opportunity through changes, Entrepreneurship as carrier, changing role of entrepreneur.

UNIT II

Theories of Entrepreneurship: Innovation theory by Schumpeter & limiting, High achievement by McClelland, X efficiency theory Influence on entrepreneurship development, Entrepreneurial success and failure reasons & remedies, Scope of small business activities in national economy.

UNIT III

Entrepreneurship training & development program: EDP and its phases, Development of support system, need of license, Capital issues and legal environment of business, Entrepreneurial planning & monitoring.

UNIT IV

Creating a Entrepreneurial venture: The business plans an entrepreneurial organization, Project management, DPRs financial schemes offered by various financial institutions, Venture capital funding, Angle capitalist, subsidies, Grants, Export oriented unit.

UNIT V

Role of following agencies entrepreneurship development: DIC district industrial center, SISI small industry service institute, EDII entrepreneurship development institute of India, NIESBUD, NEDB national entrepreneurship development board, SIB, CSIO.

Suggested Reading:

- David, H (2002). Entrepreneurship: New venture creation. India: prentice Hall.
- Desai, V (2018). The dynamics of entrepreneurship development & management (6th Edition)

303: BUSINESS LEGISLATIONS

COs	Course Outcomes	Unit
CO1	To understand the objectives, scope and application of the Indian Contract Act, 1872.	I
CO2	To interpret the objectives and applicability of the Sale of Goods Act, 1930, and Partnership Act, 1932.	II
CO3	To understand the objectives and scope of the Consumer Protection Act, 1986, and Negotiable Instrument Act, 1881.	III
CO4	To understand and analyse the provisions of the Indian Companies Act, 2013.	IV
CO5	To understand the provisions of the various acts regarding Intellectual Property Rights.	V

UNIT I

Indian Contract Act, 1872: Objective and Application of the Act (Sec. 1); Types of Contract on the basis of Validity (Sec. 2); Formation and Performance (Sec. 3-30); Discharge of contract (Sec. 37, 62-64); Breach of Contract, Remedies for breach of contract (Sec. 73-74); Agency: Modes of Creating an agency, Rights and Duties of Agent, Termination of Agency (Sec. 182-201).

UNIT II

Sale of Goods Act, 1930: Objective and Application of Act (Sec. 1); definitions (Sec. 2); essential elements of sales of goods act (Sec.4); Condition and Warranties (Sec. 11-17); Nemo dat quod non habet (Sec. 27); Rights and duties of buyer (Sec. 45); Rights of an unpaid Seller and Caveat Emptor (Sec.47-54).

Partnership Act, 1932: Objective and Application of Act (Sec. 1); Definition of Partnership and partner (Sec. 2); Types of Partnership (Sec. 5-8); Rights and duties of Partners (Sec. 9-13); Dissolution of firm (Sec. 39- 44); Limited Liability Partnership Act, 2009.

UNIT III

Consumer Protection Act, 1986: Objective and Application of Act (Sec. 1); Definitions (Sec. 2); Consumer Protection Councils: The Central Consumer Protection Council (Sec. 4); Objects of the Central Council (Promote and Protect rights of Consumers) (Sec. 6); The State Consumer Protection Council and District forum: Objects. Establishment of Consumer Disputes Redressal Agencies, Composition, Jurisdiction. Procedure on Receipt of Complaint, Finding and Appeals (Sec. 7-19); National Commission (Sec. 20-23); Provisions of Consumer Protection Bill, 2018.

Negotiable Instrument Act, 1881: Short title and Extent (Sec. 1); Types and characteristics of Promissory Notes (Sec. 4); Bill of Exchange (Sec. 5); Cheque (Sec. 6 — 15); Parties to Notes, Bill and Cheque (Sec. 26 -37); Dishonor and Discharge of Negotiable Instruments (Sec. 82-98).

UNIT IV

Indian Companies Act, 2013: Short title and Extent (Sec. I); Definition. Kinds of Company (Sec. 2); Formation of Company (Sec. 3); Memorandum of Association and Article of association (Sec. 4-6); Prospectus. Statement in lieu of Prospectus; Rights and duties of members of Company (Section. 2(34); Share Capital and Debenture (Sec. 43-48); Company Management, Appointment of Directors. Powers. Duties and liabilities of Director and Managing Director (SecA149-172).

UNIT V

Intellectual Property Rights Act: Meaning of IPR (Sec.2); The Patent Act, 1970: Introduction. History. Meaning and Kinds of Patents (Sec.5); Procedure for grant of patent (Sec.48); Right of Patentee, Infringement of Patent (Sec.14); The Copyright Act, 1957: History, Meaning of Copyright. Registration of Copyright, Infringement of Copyright: The Copyright (Amendment) Act (1999, 2002, 2005); The patent (Amendment) Act, 1999; The Trademark Act, 1999.

Suggested Readings:

- Kapoor. N.D. (2015), Elements of Mercantile Law. (38th Edition) New Delhi: Sultan Chand & Sons.
- Kuchhal, M. C., & Kuchhal V. (2018), Business Law. (7th Edition) New Delhi: Vikas Publishing House Ltd.
- Chawla, R.C. & Garg, K. C. (1976), Commercial Law. Kalyani Publisher. <http://www.bareactsonline.com/>
- Mazumdar. A. K. & Kapoor, G. K. (2012). Company Law and Practice. (17th Edition) Taxmann Publications Pvt. Ltd.
- Datey V. S. (2013) Business and Corporate Law, (6th Edition) Taxmann Publication Pvt. Ltd.

HR01: HUMAN RESOURCE ORGANISATION DEVELOPMENT

COs	Course Outcomes	Unit
CO1	To understand the concept of human resource development and its relevance in organizational development.	I
CO2	To learn and design the training and development program for the organization.	II
CO3	To apply and conceive the performance appraisal system in the organisation for the employees.	III
CO4	To understand HR audit and score card and the process involved in the organization.	IV
CO5	To equip the plan of organizational development and its techniques.	V

UNIT I

HRD-Concept. Goals, Importance; History of HRD in India; HRD Departments and their Tasks: Qualities of HRD Professionals; Present Status of HRD in India.

UNIT II

Training Human Resource: Nature of Training. Training Need Assessment, Training Design. Training Delivery. Training Evaluation.

Talent Management and Development: Careers and Career Planning, Specific Individual Career Issues. Developing Human Resources. HR Development Approaches, Management Development.

UNIT III

Performance Management System: Identifying and Measuring Employee Performance; Performance Appraisal; Tools for Measuring Performance Appraisal; Competency Mapping and Competency Mapping Model; Process of Competency Mapping; Potential Appraisal.

UNIT IV

Organisation Learning and Learning Organisation; Knowledge Management; HRD Audit -Concept and Objectives, Methodology. Preparation of HRD Audit, HRD Score card, HRD Audit Failures, Case Studies, Current Status of HRD Audit in India.

UNIT V

Organization Development-Concept and Definition, Objectives. Process of OD, Interventions of OD- Sensitivity Training, Survey Feedback, Process Consultation Team Building, Intergroup Development, Appreciative Inquiry.

HR02: LEGAL FRAMEWORK GOVERNING HUMAN RELATION (PART-1)

COs	Course Outcomes	Unit
CO1	To understand the provisions of the Factories Act 1948 within the legal framework governing human relations, enabling them to assess workplace compliance, recommend improvements, and ensure the welfare of employees	I
CO2	To understand the definitions, rules, and regulations of the Trade Union Act 1926, showcasing the ability to assess legal implications, provide guidance on trade union activities, and contribute to the development of a compliant labor environment.	II
CO3	To apply the definitions, rules, regulations, procedures, powers, and duties outlined in the Industrial Dispute Act 1947, showcasing the ability to navigate complex labor disputes and providing legal guidance.	III
CO4	To analyze the provisions of the Industrial Employment Act 1947 and The Apprentice Act 1961, demonstrating the ability to navigate employment laws and support workforce development effectively within an organizational context.	IV
CO5	To apply the provisions of the Employee Provident Fund Act, 1952, and Payment of Gratuity Act, 1972, demonstrating the ability to manage employee benefits, ensure compliance, and promote a fair and legally sound workplace environment.	V

UNIT I

Factories Act, 1948:

Objective and Application of the Act; Registration and License (Sec. 6); Health (Sec.11-20); Safety (Sec. 21-40); Welfare (Sec. 42-50); Working Hour of Adults (Sec. 53-64); Employment of Young Persons (Sec. 72-74); Annual Leave with Wages (Sec. 83); Dangerous Process (Sec. 87-89); Penalties and Procedures (Sec. 107).

UNIT II

Trade Union Act, 1926:

Objective and Application of the Act; Definition of Trade Union; Registration (Sec. 3-12); Recognition (Sec.28a); Right and Duties of Registered Trade Union (Sec.13-21); Regulations and Penalties (Sec.29-33).

Unit III

Industrial Dispute Act, 1947:

Objective and Application of the Act; Definition of Authorities under this Act; Settlement of Industrial Dispute; Procedure, Power, Duties and Authorities (Sec. 11-21); Provisions of Strikes and Lockout (Sec. 22-25); Retrenchment, and Layoff (Sec. 25a-25h); Unfair Labour Practices (Sec. 25t, 25u); Penalties (Sec. 26-31).

Unit IV

Industrial Employment (Standing Orders) Act, 1946:

Objective and Application of the Act; Fixed Term Employment (Sec. 3); Procedure for Certification (Sec. 5-9); Penalty and Procedure (Sec. 13).

The Apprentice Act, 1961:

Objective and Application of the Act; Qualifications for Being Engaged as an Apprentice (Sec.3); Contract of Apprenticeship (Sec. 4); Period of Apprenticeship Training (Sec. 6); Number of Apprentices for a Designated Trade (Sec. 8); Obligation of Employers (Sec. 11); Obligations of Apprentices (Sec. 12); Payment to Apprentice (Sec. 13); Settlement of Disputes (Sec. 20); Offences and Penalties (Sec.30)

Unit V

Employees Provident Fund Act, 1952:

Objective and Application; Applicability and Non-Applicability of the Act: Contribution to the Provident Fund (Sec. 6); Employees' Pension Scheme (Sec. 6a); Employee Deposit Linked scheme (Sec.6c); Determination of Money due from Employers (Sec.7); Priority of Payment of Contributions over other Debts (Sec. 11); Calculation of Employee Provident Fund.

Payment of Gratuity Act, 1972:

Objective and Application of Payment of Gratuity Act 1972; Payment of Gratuity and Determination of Amount of Gratuity.

Note: All above acts must be taught with latest amendments by the Govt.

Suggested Readings:

- Kapoor, N. D. (2011). Handbook of Industrial Law, Sultan Chand & Sons
- Malik, P. L. (2015). Handbook of Industrial Law. Eastern Book Company.
- Padhi, P. K. (2011). Labour and Industrial Laws. (2nd Edition) Prentice Hall India
- Learning Pvt. Ltd.
- Sinha, Sinha & Shekhar. (2017) Industrial Relations, Trade Unions and Labour Legislation. (3rd Edition) Pearson.

- Sen, Ratna (2003). Industrial Relations in India. Macmillan India.
- Goswami, V.G. (2015), Labour and Industrial Laws. Central Law Agency.

MK01: CONSUMER BEHAVIOR

COs	Course Outcomes	Unit
CO1	To understand the role of consumer behaviour in marketing decision-making and its various constituents.	I
CO2	To differentiate the various models of consumer decision-making.	II
CO3	To analyze the individual determinants of consumers i.e., personality and perception.	III
CO4	To analyze the individual determinants of consumers i.e., learning and attitude.	IV
CO5	To understand the role of the reference group, family, and culture in the consumer decision-making process.	V

UNIT I

Consumer Behavior and Marketing Concept: Development of the Marketing Concept and the Discipline of Consumer Behavior; Customer Value, Satisfaction and Retention; Measurement of Customer Value; The Impact of Digital Technologies on Marketing Strategies; Marketing Ethics and Social Responsibility; Consumer Behavior and Decision-Making; Consumer Research Paradigms; The Consumer Research Process.

UNIT II

Consumer Decision Making: Levels of Consumer Decision-Making; Models of Consumers: Four Views of Consumer Decision-Making; A Model of Consumer Decision-Making: (Traditional, Nicosia, Howard & Sheth, Input Process Output and Engel-Kollat Blackwell Model); Consumer Gifting Behavior; Beyond the Decision: Consuming and Possessing.

UNIT III

Personality and Consumer Behavior: Concept; Theories; Personality and Understanding Consumer Diversity; Measurement of Consumer Personality; Brand Personality; Measurement of Brand Personality; Self and Self-Image; Virtual Personality or Self.

Consumer Perception: Elements of Perception; Dynamics of Perception; Consumer Imagery; Perceived Risk; Ethics and Consumer Perception.

UNIT IV

Consumer Learning: The Elements of Consumer Learning; Behavioral Learning Theories; Cognitive Learning Theory; Measures of Consumer Learning; Ethics and Consumer Learning.

Consumer Attitude Formation and Change: Concept; Functions; Structural Models of Attitudes; Attitude Formation; Strategies of Attitude Change; Behavior and Attitude Formation; Measurement of Consumer Attitude.

UNIT V

Reference Groups and Family Influences: Concept; Understanding the Power of Reference Groups; Selected Consumer-Related Reference Groups; Celebrity and Other Reference Group Appeals; The Family; Socialization of Family Members; Other Functions of the Family; Family Decision-Making and Consumption-Related Roles.

The Influence of Culture and Subculture: Concept; Nature; Hofstede Model; Measurement of Culture; Subculture; Types of Sub-Culture; Cross-Cultural Consumer Analysis.
Diffusion of Innovations: The Diffusion Process; The Adoption Process; A Profile of the Consumer Innovator and its Measurement.

Suggested Readings:

- Ajzen, I. (2011). Attitudes, Personality and Behavior (2nd Edition reprint). Maidenhead: Open University Press.
- Hawkins, D. I., & Mothersbaugh, D. L. (2016). Consumer Behavior: Building Marketing Strategy (Thirteenth Edition). New York, NY: McGraw-Hill Education.

MK02: INTERNATIONAL MARKETING

COs	Course Outcomes	Unit
CO1	Analyze the theories of international marketing and trade to explain the global marketplace.	I
CO2	Identify the political, cultural, and legal risks of international business and develop strategies to mitigate them.	II
CO3	Evaluate the different foreign market entry strategies and select the one that is most appropriate for a given company.	III
CO4	Analyze the export-import current scenario in India, apply the concepts of foreign exchange market, and exchange risk to manage export operations.	IV
CO5	Analyze the intellectual property rights framework of the WTO, TRIPS, and WIPO, and its implications for Indian patent law.	V

UNIT I

Overview of World Business and Framework of International Marketing and Trade

Theories:

Introduction to International Marketing Process of International Marketing, Benefits of International Marketing; Basis for International Trade: Principle of Absolute Advantage, and Principle of Comparative Relative Advantage, Factor Endowment Theory.

UNIT II

World Market Environment:

Political Environment-Political Systems. Political Risks, Indicators of Political Risk, Analysis and Measures to Minimize Political Risk: Cultural Environment- Culture and its Characteristics. Influence of Culture on a) Consumption, b) Thinking, c) Communication Process, and Cultural Universals, Learning to Legal Environment- Legal Systems, Legal form of Organization. Multiplicity of Legal Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market.

UNIT III

Foreign Entry Strategies and International Marketing mix:

Foreign Market Entry Strategies- Foreign Direct Investment, Exporting. Licensing, Joint venture, Acquisition, Strategic Alliance Manufacturing. Assembly Operations, Management Contracts, Turkey Operations. International Research and Segmentation, Develop Global Products and Pricing. International Promotion and Advertising, International Distribution Systems.

UNIT IV

The Indian Export Scenario and Foreign Exchange Market:

The Export Import Current Scenario in India; Import- Export Policy: Export Documentation: Export Procedure: Meaning of Foreign Exchange Market- Exchange Rate Systems: Concept of Exchange Risk;

UNIT V

International Trade Developments:

GATT/WTO-WTO and its Agreement, TRIPS and TRIMS, and Indian Patent law (in backdrop of Indian Patent Act 1970); World Intellectual Property Organization (WIPO): Objectives and its Functions.

Suggested Readings:

- Cateora, P. R., Gilly, C. M., & Graham, L. J. (2018). International Marketing (16th Edition.). McGraw Hill Education.
- Hofstede, G. (1980), Culture's Consequences: International Differences in Work-Related Values. Beverly Hills: Sage Publications.
- Onkvisit. S., & Shaw, J. (2009) International Marketing Analysis and Strategy (4th Edition). Routledge Taylor & Francis Group.

FM01: GOODS AND SERVICE TAX

COs	Course Outcomes	Unit
CO1	To Develop a strong foundation in Goods and Services Tax (GST) through an introduction and comprehensive understanding of its definition and implications	I
CO2	To understand the concept of supply, levy and collection mechanisms, facilitating a sound understanding of GST implementation	II
CO3	To understand the concept of time of supply for goods and services as well as the reverse charge mechanism, ensuring adept GST compliance	III
CO4	To analyze, assess, and calculate the value of taxable supply in Goods and Services Tax (GST), demonstrating proficiency in applying GST regulations to practical business scenarios	IV
CO5	To analyze and apply the principles of input tax credit in Goods and Services Tax (GST), demonstrating the ability to assess its relevance in different business scenarios and propose effective strategies for optimizing tax benefits.	V

Unit I

Introduction

Important definition under GST, Aggregate Turnover" - Sec 2(6), Business - Sec 2(17), Scope of Supply, Business Vertical - Sec 2(18), Capital Goods - Sec 2(19), Casual Taxable Person – Sec 2(20), Composite Supply - Sec 2(30), Consideration - Sec 2(31), Continuous Supply of goods - Sec 2(33), Electronic Commerce - Sec 2(44), Electronic Commerce Operator - Sec 2(45), Exempt Supply - Sec 2(47), Fixed Establishment - Sec 2(50), Goods - Sec 2(52), Input Service Distributor - Sec 2(61), Job Work - Sec 2(68), Sec 2(32), Continuous Supply of services Location of Recipient of Services - Sec 2(70), Market Value - Sec 2(73), Mixed Supply – Sec 2(74), Outward Supply- Sec 2(83), Place of Business- Sec 2(85), Recipient-Sec 2(93), Services- Sec 2(102).

Unit II

Supply, Levy & Collection

Scope of Supply - Section 7 of CGST Act, Meaning and scope of supply, Levy and Collection of CGST - Sec 9, Composition Levy - Section 10 of CGST Act.

Unit III

Time of Supply

Time of Supply of Goods-Sec 12(2), Time of Supply of Services - Sec 13(2), Time of Supply of Goods / Services - Reverse Charge-Sec 12(3)/13(3).

Unit IV

Value of Supply

Value of Taxable Supply-Sec 15, Transaction value: Recourse to Rules, Rule 28: Value of supply of goods or services or both between distinct or related persons, other than through an agent, Rule 29: Value of supply of goods made or received through an agent.

Unit 5:

Input Tax Credit

Concept of ITC, Principles on Input Tax Credit, Conditions for Availment of ITC by a Registered Taxable Person - Sec 16, ITC in case of Capital Goods, ITC on the Basis of use of Inputs – Sec 17, Restrictions on ITC - Sec 17(5)

Suggested Readings:

- Acharjee, M. (2017). Goods and Service Tax
- Chatterjee T.B. and Sony, V. (2018) Goods and Service Tax, Book Corporation
- Subramanian, P.L. (2017). Guide to GST .Snow white Publications, India.
- Datey, V.S. GST Ready Reckoner. Taxmann Publications, New Delhi, India: Latest edition
- Garg, Keshav. R. GST Ready Reckoner . Bharat Publisher, New Delhi, India: Latest edition
- Gupta, S.S. GST Law & Practice. Taxmann Publications, New Delhi, Latest edition

401: STRATEGIC MANAGEMENT

COs	Course Outcomes	Unit
CO1	To understand business strategy & policy of strategic management process.	I
CO2	To categorize the business portfolio, strategic business units and product life cycles	II
CO3	To apply the knowledge and abilities in formulating strategies and strategic plans	III
CO4	To analyze the competitive situation and strategic dilemma in dealing with dynamic global business environment	IV
CO5	To evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences	V

UNIT I

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making: Mintzberg's Modes of Strategic Decision Making, Strategic Decision-Making Process, The Strategic Audit: Aid to Strategic Decision- Making and Global Competitiveness.

UNIT II

Environmental Scanning: Industry Analysis, Competitive Intelligence, A Resource- Based Approach to Organizational Analysis, Core and Distinctive Competencies, Using Resources to Gain Competitive Advantage. Determining the Sustainability of an Advantage, Business Models, Value-Chain Analysis, Scanning Functional Resources and Capabilities, Basic Organizational Structures.

UNIT III

Strategy Formulation: Situation Analysis and Business Strategy - Situation Analysis: SWOT Analysis; Generating a Strategic Factors Analysis Summary (SFAS); Matrix; Finding a Propitious Niche; Review of Mission and Objectives: Generating Alternative Strategies by Using a TOWS Matrix; Business Strategies; Porter's Competitive Strategies; Nature of Competitive Advantages and Sustainability.

UNIT IV

Strategy Formulation: Corporate Strategy Different Levels of Strategy. Low Cost, Differentiation and Focus Strategies. Corporate Strategy: Directional Strategy; Growth Strategies: Stability Strategies; Retrenchment Strategies; Portfolio Analysis; BCG Growth- Share Matrix; GE Matrix: Horizontal Strategy and Multipoint Competition.

UNIT V

Strategy Implementation - Who Implements Strategy? Structure Follows Strategy; Stages of Corporate Development; Organizational Life Cycle; Advanced Types of Organizational Structures: Reengineering and Strategy Implementation; McKinsey 7S Strategy: Six Sigma; Designing Jobs to Implement Strategy; Functional Strategy; Marketing Strategy; Financial Strategy; Research and Development (R&D) Strategy; Operations Strategy: Balance Scorecard and Strategy Map.

Suggested Readings:

- Grant, R. M. (2005). Cases to Accompany Contemporary Strategy Analysis Fifth Edition. Malden, MA: Blackwell Publishing.
- Hitt, M. A., Freeman, R. E. & Harrison, J.S.(Eds.) (2005). The Blackwell Handbook of Strategic Management. Oxford, UK: Blackwell Publishing Ltd. Huff, A. S. (Ed.). (2009). Strategic Management Logic & Action. Hoboken, NJ: John Wiley & Sons.
- Hussey, D. E. (1998). Strategic Management: From Theory to Implementation (4th ed). Oxford: Boston: Butterworth-Heinemann.
- Kim, W. C., & Mauborgne, R. (2005), Blue Ocean Strategy. How to Create Uncontested Market Space and Make the Competition Irrelevant, Boston, Mass: Harvard Business School Press.
- Lynch, R. L. (2006). Corporate strategy (4th ed). Harlow, England: New York: FT/Prentice Hall.
- Wheelen, T.L. & Hunger, J. D. (2012). Strategic Management and Business Policy: Toward Global Sustainability (13th ed). Upper Saddle River. N.J: Pearson Prentice Hall.

402: MANAGEMENT INFORMATION SYSTEM

COs	Course Outcomes	Unit
CO1	To understand the basic concepts of MIS & its components, including concerns regarding file & database organization.	I
CO2	To apply knowledge of information system structures and subsystems based on management activities and organizational functions.	II

CO3	To understand how MIS supports decision-making by employing various tools, the basic concept and value of information in decision-making, and role of humans as information processors.	III
CO4	To understand various system concepts including models and types, with a focus on MIS, and apply CASE tools.	IV
CO5	To understand the various stages of SDLC, RAD, end-user computing, and OOP alongside the integration of contemporary and emerging technologies.	V

UNIT I

An overview of MIS: Definition, The Role of Information System in Business Today, Strategic Business Objectives of MIS, Relation of MIS with other Academic Disciplines, Operating elements of an Information system.

MIS concern in file organization: Sequential file organization: Hashed file organization, Indexed file organization; File organization to support Multi-attribute search.

Database Organization: Single Flat file, Hierarchical Database structure; Network database structure; Relational Database Structure.

UNIT II

Management Information System Structure:

Based on Management Activity: Hierarchy of Management Activity; Information systems for Operation Control; Information system for Management Operation Control and Information Systems for Strategic Planning.

Based on Organizational Function: Sales and Marketing subsystem; Production subsystem, Logistics subsystem, Personnel subsystem, Financial and Accounting subsystem, Information processing subsystem, Top Management subsystem, synthesis of MIS Structure, Some issues in MIS Structure.

UNIT III

MIS support Decision-Making process: Payoff matrices in Statistical Decision theory; Utility and Indifferences curves; Decision Trees, Game Theory.

Concept of Information: Definition, Information Presentation, Quality Information, Value of Information in Decision Making and other Value, Age of Information.

Human as an information processor: General Model, Newell Simon Model, Limits and Characteristic of a Human Information Processing, Managers as Information Processors.

UNIT IV

System Concepts: Definition, General Model and Types of systems; Subsystems; System Stress, System Change, Preventing System Entropy, System Concept and Organization, System concept applied to MIS: Computer Aided Software Engineering (CASE) Tools.

UNIT V

Systems Analysis and Design: System Development Life cycle (SDLC) stages: Initiation Planning, System Analysis, Design, Coding and Testing Implementation and Training, Prototyping, Rapid Application Development (RAD), End-User Computing, Object Oriented Programming.

Contemporary/emerging Technologies: Cloud and Mobile computing, E-Commerce, M-Commerce, Internet of Things (IoT)

HR03: PERFORMANCE MANAGEMENT SYSTEM

COs	Course Outcomes	Unit
CO1	To Understand the key Principles and concepts of Performance Management.	I
CO2	To Understand and Analyze the process of Performance Appraisal.	II
CO3	To Understand the Role of mentoring in Employee Development and its impact on job satisfaction and retention.	III
CO4	To Evaluate and Analyze best Practices of Performance Management System for improving workplace productivity	IV
CO5	To identify the Importance of Performance Appraisal in Employee Development and Organizational Success.	V

Unit I

Introduction to Performance Management Concept performance, performance appraisal & performance management. Scope, Significance & Difference between Performance Appraisal and Performance Management. Armstrong's model of Performance Management.

Unit II

Performance appraisal process. Approaches Issues & Techniques of performance appraisal. Appraisal interview.

Unit III

Monitoring and mentoring Introduction, objectives and principles of Monitoring Process. Periodic reviews. problem solving and role efficacy

Unit IV

System Implementation Performance Measurement Approach Building and leading highperforming Teams Team oriented organizations. Strategies for improving workplace productivity and performance. Relationship between job satisfactions, organizational culture. Workplace variables, legal & ethical issues, Measuring Result & Behaviour, Gathering Performance Information, Training Programme.

Unit V

Improving the Performance Appraisal system Counseling. Appraisal Forms and Process. Accurate Behavioral Consistent, Documentation of Performance Appraisal. Significance of pay for performance, Types of pay for performance, Failure of pay for performance.

Suggested Readings:

- Armstrong, M. (2009). Armstrong's handbook of performance management: An evidence-based guide to delivering high performance. Kogan Page Publishers.
- Ghanekar, A. (2010). Essentials to Performance Management System. Everest Publishing House.
- Singh, B.D. (2010). Performance Management System, A holistic approach. Excel books.
- Chadha, P. (2003). Performance Management. Macmillan India Ltd.

HR04: HUMAN RESOURCE PLANNING

COs	Course Outcomes	Unit
CO1	To understand the concept of human resource planning and also to understand the influence of various factors on Human Resource Planning.	I
CO2	To understand and implement the methods required to determine the need of Human Resource.	II
CO3	To understand the analysis of Human Resource Supply.	III
CO4	To understand the ways how to improve the productivity of human resource in the Organisation.	IV
CO5	To Analyze the tools and techniques of HRP by understanding the concept of Job analysis and Job Evaluation.	V

Unit I

Introduction of Human Resource Planning and its impact on the Environment: Concept and Significance. Evolution. Objectives and Steps, Influencing Factors of Human Resource Planning. Influence of Technological, Social. Economic and Political Environment on Human Resource Planning.

Unit II

Determination of Human Resource Needs: Time scale of Human Resource Forecasts. Workload Analysis - Time Series Analysis, Moving 90Averages Method. Exponential Smoothing Method. Managerial Judgment Method. Delphi Technique, Nominal Group Method.

Unit III

Analysis of Human Resource Supply: Wastage Analysis- Labour Turnover Index. Stability Index. Cohort Analysis, Census Analysis. Manpower Models- Markov Model, Renewal Models. Cambridge Model, Simulation, Monte Carlo Simulation. Replacement Theory.

Unit IV

Productivity and Human Resource Planning: Concept. Defining and Improving Productivity, Total Factor Productivity, Corporate Sickness and its impact upon productivity.

Unit V

Human Resource Planning Tools/Techniques and Information Systems: Concept & Techniques of Job Analysis & Job Evaluation, Human Resource Audit and its Implications. Concept and Stages, Models, Contents, Features, Current Trends.

Suggested Reading:

- Bhattacharya, D.K. (2013). Human Resource Planning, Excel Books
- Gordon and Mcbeath (1978). Manpower Planning and Control, McGraw Hill.
- McBey, K, (2015), Strategic Human Resource Planning, Cengage Learning.
- Sekhri, A (2022), Human Resource Planning & Audit, Himalaya Publishing House.

MK03: INTEGRATED MARKETING COMMUNICATION

COs	Course Outcomes	Unit
CO1	To understand the concept of integrated marketing communications, including its tools, components, and process.	I
CO2	To understand and apply the measures of dispersion, skewness, and kurtosis in business problems.	II
CO3	To analyze the pros and cons of new media, opportunities and threats of social media applications.	III
CO4	To evaluate the impact of direct marketing, market research and database.	IV
CO5	To evaluate and examine the communication programme, brand building through communications and perceptions of the consumers.	V

Unit I

Integrated Marketing Communication

An Introduction, Need and Role of IMC within marketing process; IMC challenges; IMC components and tools: Advertising ; Sales Promotion; personal selling; Direct marketing ; public relations and publicity ; Integration tools ; Activation tools ; IMC process; law governing advertising ; sales promotion ; direct selling and online marketing.

Unit II

Understanding Advertising

Concept; communication planning; objectives; functions and significance; classification of advertising; factors determining the advertising opportunity of product/service/idea; types of appeals and advertising messages.

Unit III

Communication via new media

Introduction; online advertising ; ways of e-advertising; types of digital ads; on the internet; on mobile devices; pros and cons of mobile marketing ; pricing of digital ads ; e-direct marketing ; E-sales promotion ; e- public relations; social media: significance of social media in marketing communication strategies, key social media platforms , opportunity and threats of social media application.

Unit IV

Direct Marketing

Impact and significance of Direct Marketing; factors contributing to the growth of direct marketing; importance and use of database in direct marketing ; management of direct marketing ; use of testing in direct marketing ; use of market research in direct marketing, relationship marketing.

Unit V

Marketing Communication and Strategy

Using IMC to build corporate image; managing customer perception; building the brand through communication; Monitoring and evaluation: monitoring the communication program, creative strategy evaluation; media tools evaluation and

MK04: SERVICE MARKETING

COs	Course Outcomes	Unit
CO1	To Analyze customer behavior in service encounters using the Three-Stage Model of Service Consumption.	I
CO2	To Develop comprehensive strategies for planning, creating, and distributing services.	II
CO3	To Differentiate and analyze pricing strategies for services, including market segmentation and competitive positioning.	III
CO4	To Apply principles of service process design and management, optimizing service delivery processes.	IV
CO5	To Evaluate and implement profitable service strategies to foster customer loyalty and firm relationships.	V

UNIT I

Understanding Service Markets, Products and Customers:

Introduction to Service marketing- Distinctive Marketing Challenges in Services, Service marketing Mix, Customer Behavior in Service Encounters: Customer Decision Making: The Three-Stage Model of Service Consumption-Pre-Purchase Stage, Service Encounter Stage and Post-Encounter Stage.

UNIT II

Building the Service Model:

Planning and Creating Services: Facilitating Supplementary Services. Branding Strategies for Services. Distribution in Services, Determining the Type of Contact- Options for Service Delivery, Place and Time Decisions, Delivering Services in Cyberspace; the Role of Intermediaries: the Challenge of Distribution in Large Domestic Markets: Distributing Services Internationally.

UNIT III

Service Pricing and Revenue Management:

Objectives for Establishing Prices: Pricing Strategy-Cost-based, Value based, Competition based.

Positioning Services in Competitive Markets:

Concept of market Segmentation and its focused Strategies: Service Attributes and Levels Positioning and its Impact, Internal Market and Competitor Analyses. Using Positioning Maps to Plot Competitive Strategy. Changing Competitive Positioning

UNIT IV

Designing and Managing Service Processes:

Service Process -Designing and Documenting Service Processes, Developing a Service Blueprint. Service Process Redesign. Customer participation in Service Processes.

Crafting the Service Environment:

Purpose of Service Environment: Consumer Responses to Service Environments; Dimensions of the Service Environment, importance of Service Employees; Service Leadership and Culture

Unit V

Implementing Profitable Service Strategies:

Customer Loyalty, Customer Firm Relationship, the wheel of loyalty, Creating loyalty Bonds, Strategies for Reducing Customer Defections. CRM: Customer Relationship Management, Customer Complaining Behavior. Principles of Effective Service Recovery Systems Service Guarantees, Learning from customer feedback.

Improving Service Quality and Productivity:

Service Quality and the Gaps Model - A conceptual tool to identify and correct Service quality problems; Measuring and improving Service quality; Defining and Measuring Productivity, Improving Service productivity.

FM03: FINANCIAL RISK MANAGEMENT

COs	Course Outcomes	Unit
CO1	To equip the students with the foreign exchange management concepts	I
CO2	To explain the exchange rate fluctuations in the market and recognize opportunity of managing exchange risk using the forward markets	II
CO3	To provide an introduction to futures and overview of financial future markets	III
CO4	To Explain the differences between foreign exchange spot and forward markets	IV
CO5	To understand the different types of exchange rate risks in international Transaction	V

UNIT I

Introduction to Financial Risk Management: Introduction: Risk Financial Risk, steps to Risk Identification, Top-Down and Building- Block Approaches to Risk Management, creating value with risk management.

Risk and the Management of the Firm: The Pervasiveness of Risk, importance of Management of Risk, Financial Risk and Financial Distress, The Costs of Risk Management.

UNIT II

Market Risk and Credit Risk: Market Mechanisms and Efficiency: Introduction of Market Efficiency, Market Liquidity, and the Role of Financial Intermediaries, Systematic Risk and Non-Systematic Risk, Managing Market Risks. Credit Risk and its Effects; Credit risks Include-Default Risk, Counterparty Pre-Settlement risk, Counterparty Settlement Risk, Legal Risk, Sovereign or Country Risk, Concentration Risk.

Interest Rate Risk: Introduction of Interest Rate Risk, The Term Structure of Interest Rates, Analyzing Yield Curve Behaviour, The Money Markets, Term Instruments; Currency Risk: Introduction of Foreign Exchange Rate Risk, Foreign Exchange Exposure.

UNIT III

Commodity Risk and Quantifying Financial Risks: Equity and Commodity Price Risk; Equity Market Risks; Commodity Price Risk; Introduction of the Price-Generating Process for Financial Assets; Understanding Volatility; Describing the Price-Generating Process; Conditional and Unconditional Volatility; Weighted and Unweighted volatility, EWMA and GARCH (1,1) approaches to volatility, estimating covariance.

Quantifying Financial Risks: Statistical Analysis of Financial Risk, The Significance of the Normal Distribution, Understanding the Risk Measures, Measuring the Relationship between Assets, Portfolio Expected Return and Risk, Practical Considerations in Measuring Risk, Estimating Portfolio Value at Risk.

UNIT IV

Financial Methods for Measuring Risk: Financial Methods for Measuring Risk: Using the Present-Value Approach to Determine Risk, Calculating Spot Discount Rates for Specific Maturities, The Term-Structure Approach to Risk Measurement. Qualitative Approaches to Risk Assessment: Qualitative Forecasting Methods, Qualitative Forecasts, Assessing Qualitative Accuracy.

UNIT V

Controlling Risk with Financial Engineering & Hedging: Policy and Hedging, Measuring Risk; Global Initiatives in Financial Risk Management; Basics of Derivatives; Forwards, Pricing of Forward Contracts under Assumptions of Dividends; Futures, Settlement Mechanism; Clearing House Concept; Hedging with Future and Forwards; Basics of Options using Black-Scholes Model; Reporting and Controlling Risk; A Note of Warning.

Suggested Readings:

- Horcher, K. A. (2005). Essentials of Financial Risk Management. Hobokon, New Jersey: John Wiley & Sons, Inc.
- Hull, J. C. (2006). Options, Futures, and Other Derivatives [OFOD]. Sixth Edition. India: Prentice-Hall.
- Hull, J. C. (2007). Risk Management and Financial Institutions (RMFI). 2nd edn. Upper Saddle River, NJ: Pearson.

OP01: PRODUCTION & OPERATION MANAGEMENT

COs	Course Outcomes	Unit
CO1	To understand the framework and scope of supply chain management.	I
CO2	To understand the foundational role of logistics towards transportation purchasing and warehousing functions.	II
CO3	To plan the demand, inventory and supply, and optimize supply chain network.	III
CO4	To analyze the emerging trends and impact of IT on Supply chain management.	IV
CO5	To strengthen integrative management analytical and problem-solving skills.	V

UNIT I

Operation Management: As overview, Definition of Production and operation management. Production Cycle. Process selection and design, Manufacturing process selection and design, service process selection and design, waiting time analysis, Responsibilities of Operation Manager, New Product Development, Product Design, Learning curves, Plant Location, Layout Planning.

UNIT II

Forecasting as a planning tool, forecasting types and methods. Time series analysis. Exponential smoothing, Measurement of error, Monitoring and controlling, Forecasting Models, Box- Jenkins Methods, Productivity and Work Study, Methods study, Work Measurement.

UNIT III

Production Planning techniques, Capacity management, lease production, Line of balance, scheduling types and principles

UNIT IV

Master Production Schedule, JIT Production, Inventory Management Objective, Factor, Process, Inventory control techniques- VED, LOQ, SED, ISN Analysis.

UNIT V

Basic concept of quality Dimensions of quality Juran's Quality Trilogy. Taguchi techniques, Deming's 14 Principles, PDCA cycle quality circle, Quality improvement and cost reduction 7 QC tools and New QC tools, ISO 9000:2015 and ISO 9001:2015, Coverage Six Sigma

Suggested Readings:

- Biharti, P. (2018) Indian Financial System (Fifth ed.). Pearson Education
- Gurusamy, S. (2009) Indian Financial System (second ed.) Tata McGraw-Hill.
- Khan, M. (2015) Indian Financial System (ninth ed.) Tata McGraw-Hill.
- Machiraju, H. (2012) Indian Financial System (fourth ed.). Vikas Publishing

OP02: SUPPLY CHAIN MANAGEMENT

COs	Course Outcomes	Unit
CO1	To understand the framework and scope of supply chain management.	I
CO2	To understand the foundational role of logistics towards transportation purchasing and warehousing functions.	II
CO3	To plan the demand, inventory and supply, and optimize supply chain network.	III
CO4	To analyze the emerging trends and impact of IT on Supply chain management.	IV
CO5	To strengthen integrative management analytical and problem-solving skills.	V

UNIT I

Introduction: Basic concept & philosophy of Supply Chain Management, Essential features, various Flows (Cash, Value and information), Key issues in SCM, Benefits and case examples.

UNIT II

Logistics Management: Logistics as part of SCM, Logistics Costs, Different Models, Logistics Sub-system, Inbound and Outbound Logistics, Bullwhip effect in Logistics Distribution and Warehousing management

Purchasing & Vendor Management: Centralized and Decentralized purchasing, Functions of purchase department and Purchase Policies, Use of Mathematical model for Vendor Rating/Evaluation, Single Vendor Concept, Management of Stores Accounting for materials.

UNIT III

Inventory Management: Concept, Various Costs associated with Inventory, various EOQ models, Buffer Stock (Trade-off between Stock Out Working Capital Cost), Lead time reduction, Re-order point/Re-order level fixation, Exercises- Numerical problem solving, ABC, SDE/VED Analysis, Just-in-Time & Kanban System of Inventory Management.

UNIT IV

Recent issues in SCM: Role of Computer/IT in Supply Chain Management, CRM vs SCM. Benchmarking: Concept, features and implementation, Outsourcing: Basic concept, Value Addition In SCM: Concept of Demand Chain Management.

UNIT IV

Case Studies related to entire Syllabus.