

SAMBALPUR UNIVERSITY

JYOTI-VIHAR, BURLA, SAMBALPUR

ODISHA – 768019



BACHELOR IN BUSINESS ADMINISTRATION

B.B.A. (HONS.)

U.G. HONOURS COURSE

UNDER CBCS

(With effect from 2022-23 batch)

Semester wise paper Code, Subject title, Paper Type, Credit & Marks for BBA W.E.F.....

Paper Code	Subject Title	Paper type	credit	mark
SEMESTER-I				
101	Environmental Studies And Disaster Management	Ability Enhancement Course (Compulsory)	4	100 (80+20)
102	Fundamentals of Management &Organizational Behaviour	Core Discipline	6	100 (80+20)
103	Statistics for Business Decisions	Core Discipline	6	100 (80+20)
104	Entrepreneurship Development	Generic Elective Course	6	100 (80+20)
SEMESTER-II				
201	Communicative English	Ability Enhancement Course (Compulsory)	4	100 (80+20)
202	Managerial Economics-I (Microeconomics)	Core Discipline	6	100 (80+20)
203	Business Accounting	Core Discipline	6	100 (80+20)
204	Ethics & Values	Generic Elective Course	6	100 (80+20)
SEMESTER-III				
301	Quantitative Techniques For Management	Core Discipline	6	100 (80+20)
302	Principles Of Marketing	Core Discipline	6	100 (80+20)
303	Management Accounting	Core Discipline	6	100 (80+20)
304	Production & Operation Management	Generic Elective Course	6	100 (80+20)
305	IT Tools For Business	Skill Enhancement Course	2	50

						(40+10)
SEMESTER-IV						
401	Business Research			Core Discipline	6	100 (80+20)
402	Human Resource Management			Core Discipline	6	100 (80+20)
403	Financial Management			Core Discipline	6	100 (80+20)
404	Indian Diversity &Business			Generic Elective Course	6	100 (80+20)
405	Personality Development And Communication Skill			Skill Enhancement Course	2	50 (40+10)
SEMESTER-V						
501	Managerial Economics-II (Macroeconomics)			Core Discipline	6	100 (80+20)
502	Legal Aspects Of Business			Core Discipline	6	100 (80+20)
503	Finance	Marketing	Human Resource	Management Of Global Business	Discipline Specific Elective	
	Investment Banking & Financial Services	Distribution & Supply Chain Management	Talent & Knowledge Management	Global Business Environment		6 100 (80+20)
504	Finance	Marketing	Human Resource	Management Of Global Business	Discipline Specific Elective	
	Investment Analysis & Portfolio Management	Personal Selling & Sales Force Management	Training & Development	International Joint Ventures, Mergers & Acquisitions		6 100 (80+20)
505	Dissertation & Viva (Summer Internship Project)					6 Detail given below

SEMESTER-VI							
601	Business Policy & Strategy				Core Discipline	6	100 (80+20)
602	Financial Institutions & Markets				Core Discipline	6	100 (80+20)
603	Finance	Marketing	Human Resource	Management Of Global Business	Discipline Specific Elective		
	Project Appraisal	Consumer Behavior	Performance & Compensation Management	International Trade Policy And Strategies		6	100 (80+20)
604	Finance	Marketing	Human Resource	Management Of Global Business	Discipline Specific Elective		
	Financial Modelling & Derivative	Retail Management	Counselling & Negotiation Skill For Manager	Transnational Cross Cultural Marketing		6	100 (80+20)
TOTAL						150	2600

DETAILS OF MARKS DISTRIBUTION FOR DISSERTATION AND VIVA VOCE (SUMMER INTERNSHIP PROJECT).

Identification of Problem	Literature review	Methodology	Finding & Analysis	Project Report or Thesis	Viva-Voce	Total
10	10	10	40	10	20	100

Ability Enhancement Course (Compulsory)

Paper Code	Subject Title	Semester
101	Environmental Studies And Disaster Management	Semester I
201	Communicative English	Semester II

Generic Elective / Interdisciplinary Course

Paper Code	Subject Title	Semester
104	Entrepreneurship Development	Semester I
204	Ethics& Values	Semester II
304	Production & Operations Management	Semester III
404	India's Diversity &Business	Semester IV

SKILL ENHANCEMENT COURSE (SEC)

Paper Code	Subject Title	Semester
305	IT Tools For Business	Semester III
405	Personality Development And Communication Skill	Semester IV

DISCIPLINE SPECIFIC ELECTIVE COURSE: A Student can only take ONE specialization.

PAPER CODE	DSE - I (Finance)	DSE – II (Marketing)	DSE - III (Human Resource)	DSE – IV (Management of Global Business)	Semester
503	Investment Banking & Financial Services	Distribution & Supply Chain Management	Talent & Knowledge Management	Global Business Environment	Semester V
504	Investment Analysis & Portfolio Management	Personal Selling & Sales Force Management	Training & Development	International Joint Ventures, Mergers & Acquisitions	Semester V
603	Project Appraisal	Consumer Behavior	Performance & Compensation Management	International Trade Policy And Strategies	Semester VI
604	Financial Modelling & Derivative	Retail Management	Counselling & Negotiation Skill For Manager	Transnational Cross Cultural Marketing	Semester VI

P-101 ENVIRONMENTAL STUDIES AND DISASTER MANAGEMENT (AECC – I)

Learning Objectives:

On completion of this course, the learners shall be able to:

- Familiar to the Environment, Population Ecology, Environmental Movements in India, Natural Resources.
- Biochemical cycle, environment pollution, air pollution, water pollution, soil pollution, radiation pollution and how to reduce pollution.
- About different environmental movements in Odisha, India,
- Role of women for environmental movements in India
- About State and Central Pollution Control Board Control Board.
- Conservation of Natural Resources and its management
- Conservation of wildlife, Soil Erosion and Environmental Laws
- Water Act, 1974, Air Act, 1981, Wildlife (Protection) Act, 1972, Environment Protection, 1986, Natural Disasters and their Management etc.

UNIT 1: Environment

The Environment: The Atmosphere, Hydrosphere, Lithosphere, Biosphere.

Ecosystem: Energy flow in the ecosystem.

Biogeochemical Cycle: Water Cycle, Carbon Cycle, Nitrogen Cycle.

Pollution: Water Pollution, Air Pollution, Soil Pollution, radiation Pollution, Industrial Pollution, Light Pollution, Sound Pollution

Environmental Laws: Water Act 1974, Air Act 1981, The Wildlife Protection Act 1972, The Environment Protection Act 1986, The Forest Conservation Act 1980.

UNIT II: Climate Change and Sustainable Development

Population Ecology: Individuals, Species, Population, Community, Human Population Growth, Population Control Methods, Urbanization and its effects on Society,

Climate Change: Causes, Effects, Global Warming, Carbon footprint and environmental protection.

Steps taken towards sustainable development: Ban of Single use of Plastics, Automobile Scrapping Policy, Promotion of electrical vehicles.

Brief idea on Sustainable Development Goals (SDGs): Agenda 21 of Rio earth summit.

UNIT III: Disaster Management

Disaster Management: Types of disasters (Natural and Man-made) and their causes and effects.

Vulnerability Assessment and Risk Analysis: Vulnerability to various disasters (Flood, Cyclone, Earthquake, Heat Waves and Lightning).

Institutional Framework: Institutional arrangements for disaster management (National Disaster Management Authority (NDMA), State Disaster Management Authority (SDMA), District Disaster Management Authority (DDMA), National Disaster Response Force (NDRF), Odisha Disaster Rapid Action Force (ODRAF)).

Preparedness Measures: Disaster Management Cycle, Early Warning System, Pre-Disaster and Post-Disaster Preparedness, Strengthening of SDMA and DDMA, Community Preparedness, Stakeholder Participation, Corporate Social Responsibility.

Survival Skills: Survival Skills adopted during and after disaster (Flood,

UNIT IV: Brief Idea on Epidemics and Pandemic

Non-Communicable Diseases with special reference to cardiovascular disease, Cancer, Diabetes, Hypertension and Obesity and their prevention.

Communicable Diseases with special reference to Covid-19, Flu, Hepatitis, AIDS and Tuberculosis and their transmission.

Dynamics of Disease Transmission: Mode of transmission (Direct/Indirect), Events after infection: Immunity (Active vrs Passive, Innate vrs Acquired, Herd Immunity, Incubation Period).

Prevention of Epidemics/Pandemic Diseases: Preventing Measures (Quarantine, Sanitization. Personal Protective Measures such as Hand washing and use of protective devices, Vaccination; Control Measures (Surveillance, Isolation, Contact Tracing)).

UNIT-V Public Health Management

Life Style Management: (Diet, Physical Exercise, Yoga and Sleeping Habit).

Role of different sectors in managing health disaster: Role of Government (Center and State), Community, Civil Society, Student Mass, NGOs.

Books Recommended

1. Asthana DK and Asthana M: A text book of Environmental Studies, S. Chand, New Delhi.
2. Bharucha E: A Text Book of Environmental Studies. New Delhi, UGC.
3. Dash MC and Mishra PC: Man and Environment, McMillan London.
4. Disaster Management and Mitigation Plan, 2013 of Department of Health and Family Welfare, Govt. of Odisha.
5. Mishra DD: Fundamental Concepts in Environmental Studies, S. Chand, New Delhi.
6. National Policy on Disaster Management, 2009.
7. National Disaster Management Plan, 2019.
8. Odium EP: Fundamentals of Ecology, Natraj Publications.
9. State Disaster Management Plan, 2019 of Govt. of odisha.
10. Standard Operating Procedure(SOP) issued by Govt. of India and Govt. of Odisha.on Public healthmanagements in the website: www.mohfw.gov.in and health.odisha.gov.in.
11. The Disaster Management Act, 2005 of Government of India.

102. Fundamentals of Management & Organizational Behaviour

Course Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases

Course contents:

Unit I

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.

Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

Unit II

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organizational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, Reinforcement, Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence

Unit IV

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window, Organisational Power and Politics: Nature of organizational politics.

Unit V

Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organizational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos.

Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation& Management - Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Wehrich: Essential of Management, McGraw Hill.
7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
8. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
9. Richard L. Daft: Principles of Management, Cengage Learning India.
10. Robbins Stephen P: Organisational Behaviour, Pearson.
11. Stephen P. Robbins & Mary Coulter: Management, Pearson.
12. Stoner & Winkel: Management, Prentice Hall of India.
13. Y.K. Bhushan: Fundamentals of Business Organisation& Management, Sultan Chand & Sons.

103. Statistics for Business Decisions

Objective: To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course contents:

Unit I: Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

Unit II: Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

Unit III: Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

Unit IV: Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central limit theorem.

Unit V

Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean.

Using on-parametric statistics for hypothesis testing.

Readings:

1. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
2. Richard Levin & David Rubin : Statistics for management, Prentice Hall.
3. Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.

104-ENTREPRENEURSHIP DEVELOPMENT

Objective: This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies ,context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

UNIT I ENTREPRENEURIAL MANAGEMENT

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

UNIT II ENTREPRENEURSHIP, CREATIVITY AND INNOVATION

Stimulating Creativity; Organizational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

UNIT III SOCIAL ENTREPRENEURSHIP

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.The Entrepreneur; Role and personality;

UNIT IV: FAMILY BUSINESS AND ENTREPRENEURSHIP

Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm; Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership ,succession and continuity ; women's issues in the family business ;Encouraging change in the family business system.

UNIT V: FINANCING THE ENTREPRENEURIAL BUSINESS

Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Readings

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
6. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
7. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.
8. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.
9. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
10. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid, eradicating poverty through profits. Wharton school Publishing.
11. Scarborough &Zimmerer, Effective Small Business Management
12. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston:Harvard Business Press.

201: COMMUNICATIVE ENGLISH

Objective: To equip students of the BBA course effectively to acquire skills in reading, writing, Comprehension and communication, as also to use electronic media for business communication.

Content

UNIT-I- BUSINESS COMMUNICATION AND GRAMMAR

1. Why English Communication is Essential and How to Improve the Skill?
2. Introduction to Voice and Accent, different accents, Accent Training-Consequences, Voice and accent in the Enterprise Industry, Globally Comprehensible Accent, Introduction to Phonetics, Introduction to Phonetics alphabet.
3. Consonant Sounds
4. Vowels
5. Diphthongs
6. A Few Phonic Rules
7. Word Stress: Syllables
8. Intonation, Intonation and Stress
9. Pacing and Chunking, Common Patterns of Pacing, Importance of Chunking
10. Fluency
11. Indianisms, Errors relating to Grammar, Vocabulary

UNIT-II- GRAMMAR (A)

1. English: Spoken Versus Written Communication
2. Nouns, Kinds of Nouns, Activity 3: Noun Ping-pong, Nouns –Number, Noun-Gender, Countable and Uncountable Nouns.
3. Pronouns, Reflexive Pronouns, Demonstrative Pronouns, Interrogative Pronouns, Indefinite Pronouns, Activity 4: Sentence Auction
4. Adjectives, Activity 5 : Picture Perfect, Positioning of adjectives, comparative degree of adjectives, order of adjectives.
5. Adverbs, Kinds of Adverb, degree of comparison, Word order with adverbs, Activity 6: RelayRace.

UNIT-III- GRAMMAR (B)

1. Prepositions, Activity 7: Treasure Hunt, Activity 8: Route Map, Prepositions with adjectives, Nouns and Verbs.
2. Conjunctions, Coordinating conjunctions, subordinating conjunctions, correlative conjunctions, connecting adverbs, Activity 9: The Socks story.
3. Verbs, Verb Classification, List of irregular verbs, Activity 10: Word Search
4. Subject and verb agreement, Activity 11: Tossed Word Salad, Activity 12: The Sentence Pageant.

UNIT-IV- GRAMMAR (C)

1. Determiners and Modifiers, Kinds of determiners, The definite and the Indefinite Article, Definite Article: The Activity 13: Proof Reading.
2. Tenses, Reference Table, Present Tense, Activity 14: Instruction Manual, Activity 15: Commentary, Past Tense, Activity 16: The Chain List, Activity 17: Transcription, Future Tense, Activity 18: This Week for You, Activity 19: Verb Grand Prix.
3. Punctuation, Forms of Punctuation.

UNIT-V- READING COMPREHENSION

1. Reading – A 7 Step Process
2. Techniques to enhance students' reading skills
3. Types of reading skills, skimming, scanning, extensive reading, intensive reading.
4. Three levels of reading, improving your reading speed
5. Reading Comprehension Practice Exercises

202-Managerial Economics I (Microeconomics)

Objective: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

Course content

Unit I: Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply : Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply.

Unit II

Theory of consumer behavior : cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

Unit III

Producer and optimal production choice: optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources)

Costs and scale: traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

Unit IV: Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplane monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)

Unit V: Factor market : demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

Readings:

1. Dominick Salvatore (2009). Principles of Microeconomics (5thed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson.

203. BUSINESS ACCOUNTING

Objective: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Contents

Unit I

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three-column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

Unit II

Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.

Unit III

Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor.

Unit-IV

Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).

Unit V

Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

Readings:

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
4. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
5. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

204-ETHICS AND VALUES

Learning Objectives:

After going through the contents of the module and the classroom transactions on the contents, the students are expected to

- Have changes in their perceptions and practices towards women.
- Develop proper attitude towards women and value their work and contribution.
- Come forward to challenge unethical treatments against women.
- End gender based hierarchy and hegemony, remove the feeling that women are counter to men and bring about a complementary among the hitherto existing gender binary.
- Allow women to realize their self-worth and contribute their best for betterment of the society.
- Pioneer in creating a gender equal society where the wellbeing, happiness and security of the women will be well protected; contributing towards a better and happier society.
- Understanding basic values of Indian Constitutions.
- Inculcating Volunteerism for Social change.
- Helping students to become good human being and citizen.
- The students become aware of the grave danger of consuming alcohol, tobacco and drugs.
- Students would encourage their friends to remain away from tobacco, alcohol, drugs and seek professional help when needed.
- The students will learn to behave ethically in the campus.
- Exhibit respectful treatment to others in an organizational context.
- Contribute to develop a positive social environment through active participation and cooperate with others.
- Students would be able to appreciate values and ethics relating to vulnerable sections of the society.
- Students would learn to practice equality, diversity and social justice.
- Students would become more empathetic and compassionate towards vulnerable sections of the society.
- Develop an understanding of environmental ethics and work towards sustainable development.
- Commitment to Green technology for sustainable future.
- Understand ethical issues relating to use of digital medium

Unit-1

1.1: Introduction:

General introduction on Ethics and Values, Gender equality as an essential precursor to social progress, the present scenario, Desirable gender related values.

1.2: Women & Family:

Pre-natal sex selection, Gendered practices in the family, Gender based division of labour in the

family, Marriage and women, Marriage and women's consent, Child marriage, Practice of dowry, Women and family violence.

1.3: Women & Work:

Women's work: The invisible hands, Exploitation of women at work, Gender Stereotyping at work, Glass ceiling Women and pay gap, Sexual Harassment of women at work, Working women and role conflict.

1.4: Women, Community & Society:

Violence against women in public spaces, Gender sensitive language and communication, Gendered language, Sexiest Language, Gender neutral language, Women and property Rights, Women's property Rights in Indian Laws, The functionality of Women's Property Rights.

UNIT-2**2.1: Indian Constitution:**

Salient values of Preamble: Sovereign, Socialist, Secular, Democratic, Republic, Justice, Liberty, Equality and Fraternity.

2.2: Patriotism:

Patriotic Value and ingredients of nation building, Concepts of good citizenship, Emotional connection with the country. Duties of citizens and Qualities of good citizens.

2.3: Volunteerism:

Concepts and facets of volunteerism and Leadership, Building a better society through volunteerism, Blood Donation, Social Work, Helping the Aged, Environmental Protection.

2.4: Work Ethics:

Punctuality, Cleanliness, Law abidingness, Rational Thinking and Scientific Temper.

UNIT-3**3.1: Extent of the Problem:**

Extent of Drug and Tobacco addiction and alcoholism in India, Myths associated with them and how they have become silent killers.

3.2: Socio-Economic Impact:

Socio-economic impact of Drug and Tobacco addiction and alcoholism: Loss of physical and mental strength, Loss of Character, Loss of Family ties and relationship, Loss of earning and livelihood potentials, Loss of Societal respect and dignity etc.

3.3: Laws to Address this Problem:

Salient features of Social legislation such as NDPS Act, 1985 and COTPA Act, 2003,

Mechanism and Govt. Schemes for prevention, deaddiction and rehabilitation.

3.4: Role of Stake-holders:

Provision of Tobacco free campus and role of students, Role of students in their family and immediate surroundings, Role of NGO's and other agencies.

UNIT-4**4.1: Meaning and Objective of Education:**

Knowledge is power and quest for knowledge is the real meaning of education, not quest for Degree and qualifications; Real education builds character: Difference between Academic Qualification and Ability. Academic failure could be failure within the classroom, but not outside (i.e Failed in exam passed in life!)

4.2: Challenges for ethical Practices in Institutions of Higher Education:

Ragging, Suicide and Need for Educational Counseling, Violation of Intellectual property Rights, Cheating in Examination and other Fraudulent Practices.

4.3: Inter Personal Relation and Community Life in HEI:

Green Preacher and Conservation of Energy, Community life in Campus including Hostels, Local Common area, Inter Personal relations (Students-Teacher, Student-Student and Man-Woman, Positive Friendship.

4.4: Ethical Leadership in Academic Institution:

Concept and Traits of Leadership to provide solution, everyone has Leadership Role (Not limited to position), Concept of Ethical Leadership, Scope of Leadership in College and Universities for Students, Teachers and Administrators, Importance of Co-curricular and extra-curricular activities.

UNIT-5**5.1: Issues relating to Children:**

Nutrition and health, Child Exploitation, Child Labour, trafficking, Sexual Exploitation.

5.2: Issues Relating to Elderly Persons:

Abuse of Elders, Financial Insecurity, Loneliness and Social Insecurity, Health Care Issues, Needs for a happy and Dignified Ageing.

5.3: Issues Relating to Persons with disability:

Rights of PWD, affirmative action, Prevention of discrimination, providing equal opportunity, various schemes for empowering PWD and social justice for PWD.

5.4: Issues Relating to Third Gender:

Understanding the third gender, Social justice for them, Removal of discrimination, Affirmative action and acceptance of diversity of gender.

5.5: Environmental Ethics:

Types of ecological values, Environmental values and Valuing Nature. Equitable use of Resources, Role of Individual in the conservation of resources for future generations. Bio-Ethics Genetic manipulation in plants and animals, for benefit our society and cruelty against animal.

5.6: Promotion of Green Technology:

Goal of Green Technology: Reduce recycling, Renew (Removal of Chemicals), Refuse and Responsibility. Green Technology in relation to:-Energy and Construction.

5.7: Ethics and Technology: With reference to Science, gadget, machine etc. and interaction with each other;

Agricultural, Industrial, Digital, Globalized Age etc.

5.8: Judicious use of technology:

Judicious use of Mobile Phones, Electrical machines, Plastics, Television, Computers and their harmful effects

Ethics and Use of Digital Technology: Cyber Ethics- Crimes and Ethical hacking.

Ethics and Social Media: WhatsApp, Facebook, Twitter and Other.

301. QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective: To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course contents:

Unit I: Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special Cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & Economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

Unit II: Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, unbalanced case, prohibited routes)

Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, unbalanced case, Restrictions on assignment.)

Unit III: Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

Unit IV: Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information

Unit V: Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogrov equation. Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation

Readings:

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill .
2. P. K. Gupta, Man Mohan, KantiSwarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.

302. PRINCIPLES OF MARKETING

Objective: This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

Course Content:

Unit I: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context): portfolio approach – BCG matrix

Unit II: Segmentation, Targeting and Positioning: Level of Market Segmentation, Basis for Segmenting consumer markets, Difference between Segmentation, Targeting and Positioning.

Unit III: Product & Pricing Decisions: Concept of Product lifecycle, PLC marketing strategies, product classification, product line decisions, product mix decision, branding decisions, packaging and labelling, New Product development, Pricing Decision: Determination of Price, Pricing method, Adapting price (Geographical pricing, Promotional pricing and differential pricing).

Unit IV: Promotion Mix: Factors determining promotion mix, Promotional Tools –basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers.

Unit V:

Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

Readings:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & UlHaq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

303. MANAGEMENT ACCOUNTING

Objective: To acquaint students with role of Management Accounting in planning, control and decision-making.

Course Content

Unit I

Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting.

Unit II

Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi-variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

Unit III

Cost-Volume-Profit Analysis: Contribution, Profit -Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.

Unit IV

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

Unit V

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Readings:

1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
2. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

304- PRODUCTION AND OPERATIONS MANAGEMENT

Objectives: To understand the production and operation function and familiarize students with the technique for planning and control.

Course contents:

Unit I

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organization.

Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand Pull logic, waste in Operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II

Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.

Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), and computer integrated manufacturing (CIM).

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.

Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory).

Unit V

Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart).

Readings:

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
4. S.P. Gupta , Statistical methods, Sultan Chand & Sons .
5. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
7. Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994
8. Gaither and Frazier, Operations Management, Thomson South-Western
9. Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand
10. Operations Research, V. K. Kapoor. Sultan Chand & Sons

305 - IT TOOLS IN BUSINESS

Unit-I Spreadsheets

Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define.

Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command
 Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet
 Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics. Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables. Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver) Exchanging data using clipboard, object linking and embedding.

UNIT-II Wordprocessing

Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and footnotes, creating section breaks and page borders. Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style ,using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography
 Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together.

UNIT-III Powerpoint presentation

Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images. Viewing and navigating a presentation: Organising ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working

with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

UNIT-IV MS Access

Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering.

UNIT-V Databases

Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria. Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, Working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups. Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.

401. BUSINESS RESEARCH

Objective: To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business marketing research.

Course Content:

Unit I: Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research – marketing research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing Research problem.

Unit II: Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

Unit III: Primary Data Collection: Survey Vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques.

Unit IV

Measurement & Scaling: Primary scales of Measurement -Nominal, Ordinal, and Interval & Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

Unit V: Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, Introduction to theoretical concept of ANOVA, Factor Analysis and Discriminant Analysis.

Readings:

1. Zikmund, Babin&Carr: Business Research Methods, South-Western.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
3. Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
4. Aaker, Kumar, Day - Marketing Research. Wiley.
5. Naresh Malhotra – Marketing Research, Pearson.

402. HUMAN RESOURCE MANAGEMENT

Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases

Course Contents

Unit I

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD-definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations

Unit II

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Unit III

Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages.

Unit IV

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

Unit V

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline- concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

Readings:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa&Saiyaddin: Personnel Management,Tata McGraw Hill.
4. Rao, V.S.P : Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy&Rober M. Noe: Human Resource Management, Pearson.

403 – FINANCIAL MANAGEMENT

Objective: To acquaint students with the techniques of financial management and their applications for business decision making.

Course Contents:

Unit I

Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

Unit II

Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method.

Unit III

Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

Unit IV

Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, and Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model;

Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit V

Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique,

Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Readings

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Pubilshlng Co. Ltd.
2. R.P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
4. R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
5. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall

404 - INDIA'S DIVERSITY AND BUSINESS

Objective: The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

Unit I Recognizing, Accommodating and valuing diversity

- Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources.

Unit II Regional bases of India's diversity:

Regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements

Unit III Social diversity in India:

- Peopling , demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions
- Traditional livelihoods and their nature - agriculture, crafts, industry and services;
- Region, occupation and employment

Unit IV Linkages between Diversity and India's Socio-economic challenges

- Regional variations in terms of geographic and socio-economic factors- trends and emerging options;
- Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development;

Unit V Diversity and Business

- Indian Consumers and marketing; Rural and Urban context
- Diversity, manufacturing, industry and services;
- Diversity and Innovation;
- Workforce diversity and management

References:

1. Bhatt, B. L(1980)-“ India and Indian Regions: A Critical Overview” in David E. Sopher ‘An Exploration of India- Geographical Perspectives on Society and Culture’. Cornell. Pages- 35-61 for Socio cultural regions.
2. Bill Aitken, Seven sacred rivers, Penguin Books, 1992
3. Bose NK (1969) Unity in Indian Diversity in Desai AR (1969) Rural Sociology in India, reprinted 2009, Popular Prakashan, (for diversity as strength Part II chap 3 pp 134-136)
4. Chakravarti AK (2004) Regional Preferences for Food: Some Aspects of FoodHabit Patterns In India in Grover N and KN Singh (eds) 2004,Cultural Geography: Form and Process , Concept Publishers, Delhi (for regional specificity of food -Chap 23 pp 355 to 375)
5. Fernando Martín-Alcázar• Pedro M. Romero-Fernández• Gonzalo Sánchez

405 - Personality Development & Communication Skills

Objective: The objective of the course is bring about personality development with regard to the different behavioral dimensions that have far reaching significance in the direction of organizational effectiveness.

Course Content:

Unit I

Techniques in Personality development a) Self-confidence b) Mnemonics c) Goal setting
d) Time Management and effective planning

Unit II

Written communication,: Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing.

Unit III

Communication skills and Personality Development

Unit IV

Intra personal communication and Body Language b) Inter personal Communication and Relationships

Unit V

- a) Leadership Skills
- b) Team Building and public speaking

501. MANAGERIAL ECONOMICS II (Macroeconomics)

Objective: This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables ; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

Course Content

Unit I: Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Unit II: Keynesian theory of Income and employment : simple Keynesian model ,components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

Unit III: Money: functions of money, quantity theory of money, determination of moneysupply and demand, H theory of money multiplier, indicators and instruments of monetary control.

Unit IV:

Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

Unit V: Open Economy: brief introduction to BoP account, market for foreign exchangeand exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

Readings:

1. Froyen, R.P. (2011): Macroeconomics-theories and policies (8th ed.) . Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9thed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7thed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5thed.) Pearson

502. LEGAL ASPECTS OF BUSINESS

Objective: To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also, to understand the applications of these laws to practical commercial situations.

Course contents:

Unit I:

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract-Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guaranteee, bailment and pledge, and agency.

Unit II:

Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.

Negotiable Instruments Act 1881:

Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

Unit III:

The Companies Act 2013:

Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings.

The Limited Liability Partnership Act 2008:

Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

Unit IV:

Consumer Protection Act 1986:

Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.

Unit V

The Right to Information Act 2005:

Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

Readings:

1. M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing House (P) Ltd.
2. M.C.Kucchal,& Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
3. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
6. Maheshwari&Maheshwari: Principle of Mercantile Law, National Publishing Trust
7. Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.

601. BUSINESS POLICY AND STRATEGY

Objective: To equip students with the necessary inside into designing strategies for an organisation and linking the organizations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Course contents:

Unit I: Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions.

Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.

Unit II: Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

Unit III: Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

Unit IV: Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy.

Unit V

Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

Readings:

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH

Supplementary Readings

1. Gerry Johnson &Kevan Scholes, Exploring corporate strategies, PHI
2. UpendraKachru: Strategic Management, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies.

602. FINANCIAL INSTITUTIONS AND MARKETS

Objective: The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Content:

Unit I: Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements.

Unit II:

Issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs

Unit III: Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks.

Unit IV: Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE

Unit V: Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India,

Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

Readings:

1. Saunders, Anthony & Cornett, Marcia Millon (2007). *Financial Markets and Institutions* (3rd ed.). Tata McGraw Hill
2. Khan, M Y. (2010). *Financial Services* (5th ed.). McGraw Hill Higher Education
3. Shahani, Rakesh(2011). *Financial Markets in India: A Research Initiative*. Anamika Publications
4. Goel, Sandeep. (2012). *Financial services*. PHI.
5. Gurusamy, S. (2010). *Financial Services*. TMH.

DISCIPLINE SPECIFIC ELECTIVE COURSE

DSE - I (Finance)

503 - INVESTMENT BANKING AND FINANCIAL SERVICES

Objective: The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

UNIT- 1

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

UNIT II

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

UNIT III

Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

UNIT IV

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.

UNIT V

Securitization: concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India.

REFERENCES

1. M.Y.Khan: Financial Services, Tata McGraw –Hill.
2. Machiraju: Indian Financial System, Vikas Publishing House.
3. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
4. K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.

504 - INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Contents:

Unit I

Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds : present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

Unit II

Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions. (No numericals in EMH and technical analysis)

Unit III

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation,

Unit IV

Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive

– Index funds, systematic investment plans. Active – market timing, style investing.

Unit V

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds: Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures.

References:

1. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
2. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
3. Singh,R: Security Analysis & Portfolio Management . Excel Books.
4. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cengage India Pvt. Ltd.

603- PROJECT APPRAISAL AND ANALYSIS

Objectives: To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects

Course Contents:

Unit I: Appraisal : an introduction, Project appraisal and evaluation , Project cycle, Project cycle management , Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principles of Project Analysis Entrepreneurship – concept, Theory and perspective

Unit II: Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques

Technical appraisal of a project, Business and Technology Acquisition and management of technology

Unit III: Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, and Project Appraisal parameters of select Financial Institutions.

Unit IV:

Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans

Unit V: Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks,probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation ad Lessons, Preparation of project report - Case Analysis

Readings :

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.

604 - FINANCIAL MODELING AND DERIVATIVES

Objective: To equip students with principles and techniques of Financial modeling along with various Financial Derivatives including Greeks & Exotic Options.

Course Contents:

Unit I

Introduction: Financial Time Series and Their Characteristics: Asset Returns; Distributional Properties of Returns; Review of Statistical Distributions and Their Moments, Distributions of Returns, Multivariate Returns, And Likelihood Function of Returns and Empirical Properties of Returns

Unit II

Linear Time Series Analysis and Its Applications: Stationarity; Correlation and Autocorrelation Function; White Noise and Linear Time Series; Simple Autoregressive Models, Properties of AR, MA, ARMA and ARIMA Models, Goodness of Fit; The basic Concepts of Stochastic Process.

Unit III

Financial Derivatives: Introduction, various underlyings and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the pay-off from options and diagrammatic representation.

Unit IV

Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA) . Interest rate caps, floors, collars.

Unit V

The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.

Text Books:

1. Ruey S. Tsay (2005). *Analysis of Financial Time Series* (2nd ed.). John Wiley.
2. John C. Hull. *Options, Futures and Other Derivatives* (7th ed.). Pearson Education.

References:

1. JurgenFranke, Wolfgang Hardle and Christian Hafner. *Introduction to Statistics of Financial Markets*.
2. R. Madhumathi, M. Ranganatham. *Derivatives and risk management* (1st ed.) Redhead, K. *Financial Derivatives- An introduction to futures, forwards, options, swaps*. Prentice Hall of India

DSE II (Marketing)

503 - DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT

Objective: This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

Course Contents:

Unit I: Supply Chain Management (SCM): Nature, Scope and Importance of SCM. Objectives of SCM, Decision phases in a supply chain, Process view of Supply Chain, Supply Chain Dynamics, a model of supply chain management, focus areas in SCM, Evolution of Supply Chain Management, and Obstacles to Achieving strategic fit.

Unit II: Designing the Supply Chain Network: Logistics/Supply Chain Network Design Process and Planning, Factors influencing Network Design Decisions.

Unit III

Design of Channel Distribution, Modelling Approaches to Logistics/Supply Chain Network Design

Unit IV: Supply Chain Planning & Strategies: Supply Chain Strategies, Achieving Strategic Fit & Steps involved, Principles that drive profitable customer relationships (CRM), Supply Chain Integration & Identifying appropriate Supply Chain Strategy.

Unit V: Current Issues in Supply Chain: Benchmarking the supply chain, Re-engineering the supply chain, Virtual Supply Chain, Continuous Replenishment Supply Chains, Lean Supply Chains, Agile Supply Chain, Green Supply Chain, Flexible Supply Chain, and World Class Supply Chain Management (WCSCM). Evolution of SCM to WC SCM.

Readings:

1. Bhat, Shridhara K., (2015). Supply Chain Management (3rd Edition). Mumbai: Himalaya Publishing House Pvt. Ltd.
2. Raghuram, G. Rangarajan, N., Logistics and Supply Chain Management: Cases & Concepts, (1st Edition 2000)Reprint 2009, Mac Millan Publishers India Ltd, Chennai
3. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
4. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
5. Chopra, S., &Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
6. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). USA: South-Western.
7. Dornier, P. P., Ernst, R., Fender, M., &Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. New York: John Wiley & Sons.
8. Shah, J. (2009). Supply chain management: Text and cases. New Delhi: Pearson Education.

504 - PERSONAL SELLING & SALES FORCE MANAGEMENT

Objectives: To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management. To help them differentiate the nuances of personal, organizational and personal selling.

Course Contents

Unit I Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

Unit II Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.

Unit III The Selling Process: Preapproach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching,

Unit IV

Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

Unit V Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

Readings:

1. Still, Cundiff&Govani: Sales Management, Prentice Hall of India
2. Charles Futrell: Fundamentals of Selling, McGraw Hill

603 - CONSUMER BEHAVIOR

Objective: The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyses consumer information and develop consumer behaviour oriented marketing strategies.

Course contents:

Unit I

Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.

Unit II

Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement.

Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images; Role of self-consciousness.

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & Subliminal perception: Perceptual Process: selection, organization& interpretation.

Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory.

Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of Attitudes: Tri-component model, multi-attribute model, attitude towards advertisement Model: attribution theory.

Unit III

Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.

Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle.

Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.

Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.

Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

Unit IV Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process.

Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision rule, Lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation; Situational Influences

Unit V

Models of Consumer Decision making: Nicosia Model, Howard- Sheth Model, Howard-Sheth Family Decision Making Model, Engel, Kollat& Blackwell Model, Sheth Newman Gross Model of Consumer Values.

NOTE: Cases & application to marketing will be taught with respect to each topic.

Readings

1. Leon G.Schiffman& Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
2. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., &Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
5. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

604 - RETAIL MANAGEMENT

Objective: The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Contents

Unit I:

Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

Unit II:

Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, On-store Based retail mix & Nontraditional selling.

Unit III:

Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.

Unit IV:

Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing Mix, CRM, Advertising in Retailing.

Unit V:

Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.

Readings

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
5. Harjit Singh: Retail Management, S. Chand Publication.

DSE-III (HUMAN RESOURCE)

503 - TALENT AND KNOWLEDGE MANAGEMENT

Objective - To prepare students for talent and knowledge management efforts in organisations .It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.

Course Contents

Unit I

Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.

Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

Unit II

Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.

Unit III

Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge.

Unit IV

Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

Unit V

Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

Readings

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press.
3. Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
4. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
5. Donald Hislop: Knowledge management in organisations, Oxford University press.
6. Sudhir Warier: Knowledge management, Vikas publishing house.
7. T. Raman: Knowledge management –a resource book, Excel books.

504 - TRAINING & DEVELOPMENT

Objective: To familiarize the students with the concept and practice of training and development in the modern organizational setting.

Course Contents

Unit I Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.

Unit II Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

Unit III Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e-training.

Unit IV Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Unit V Organizational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

Readings:

1. Blanchard P.Nick& Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
3. Lynton Rolf & PareekUdai: Training & Development, Prentice Hall.
4. Bhatia S.K.: Training & Development, Deep & Deep Publishers.

603 - PERFORMANCE AND COMPENSATION MANAGEMENT

Objective: To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Course Contents

Unit I

Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.

Unit II

Performance management and reward systems. Performance Coaching, Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broad banding, competency based pay.

Unit IV

Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry.

Unit V

Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity,. Special compensation situations: International compensation-managing variations. Expatriate Pay.

Readings:

1. Milkovich&Newman , Compensation, McGraw Hill.
2. T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N.Chhabra&SavithaRastogi Compensation management, Sun India Publications.
5. Gary Dessler , Human Resource Management, Prentice Hall.
6. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong

7. Herman Aguinis: Performance Management, Prentice Hill.
8. Armstrong, M. & Baron, A: Performance management and development, Jaico Publishing House
9. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
10. Bagchi, S. N.: Performance management, Cengage Learning India.
11. Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.
12. Robert B.: Performance management, McGraw-Hill Education India.

604 - COUNSELLING & NEGOTIATION SKILLS FOR MANAGEMENT

Objective: The objective of this course is to provide insights into handling behavioural issues at work place by developing counselling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.

Course Contents

Unit I

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

Unit II

Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling.

Unit III

Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

Unit IV

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks

Unit V

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Readings

1. Singh Kavita - Counselling Skills for Managers (PHI)
2. Carroll, M.: Workplace counseling, Sage Publication.
3. Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
4. Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
5. Patterson, L. E., & Welfel, E. R.: The counselling process: A multitheoretical integrative approach, New York: Brooks Cole.
6. Kolb, D., & Williams, J.: The Shadow Negotiation. UK: Simon & Schuster.
7. Korobkin, R.: Negotiation theory and strategy, Aspen Publisher.
8. Lewicki, R.: Essentials of negotiation. Alexandria V. A.: Society of HRM.

DSE - IV
Management of Global Business

503 - GLOBAL BUSINESS ENVIRONMENT

Objective: To get the students acquainted with the present economic environment in India and abroad. To enable the students understand the various issues involved in the macro management of the economy

Unit I:

Introduction. Concept of Economic Environment; Nature and scope. Macro variables: Income, Employment, Money Supply, Price Level, Interest rates, Saving and Investment. Movement and Interrelationship between different variables. Trends in Macro variables in India

Unit II:

Institutional Framework of Economic Environment: Role of state; State Vs Markets. Fiscal Policy; Concept & Implications. Monetary Policy; Concept & Implications. Commercial Policy; Concept & Implications

Unit III:

Structure of Indian Economy: Growth Strategy in plans. Industrial Policy. Public sector & Private sector Monetary Policy. Fiscal Policy. Infrastructure Development. Issues in Indian Economy: Poverty, Unemployment, Regional Dimensions, Productivity & Modernization, Environment & Sustainable Development, Human Resource Development

Unit IV:

Open Economy Management. Balance of payments. Role of Foreign Trade & Policy. Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, Policy. Regional Integration: EU, etc. World Trade Organization. World Bank, IMF, etc. Other Emerging Economies: China, Brazil, Russia.

Unit V

Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India. SAARC, ASEAN and India.

Text Books:

1. The Indian Economy; Problems and Prospects. Edited by Bimal Jalan, Penguin
2. V.K.Puri: Indian Economy, Himalaya Publishing House

504 - INTERNATIONAL JOINT VENTURES, MERGERS AND ACQUISITIONS

Objective: This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options at global level.

Course Contents:

Unit I

Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joined ventures.

Unit II

Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & Acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance.

Unit III

Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.

Unit IV

Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, and valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

Unit V

Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

Readings

1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: *Takeovers, Restructuring and Corporate Governance*, (2nd ed.). Pearson Education
2. Gupta, Manju (2010): *Contemporary Issues in Mergers and Acquisitions*. Himalaya Publishing
3. Sundarsanam (2006); *Creating Value from Mergers and Acquisitions*, (1st ed.) Pearson Education
4. Ramanujan. S. (1999); *Mergers: The New Dimensions for Corporate Restructuring*, McGraw Hill

603- INTERNATIONAL TRADE: POLICIES AND STRATEGIES

Objective: The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Course Contents:

Unit I: Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy.

Unit II: Trends in Global Trade and Balance of Payments with special reference to India: Historical roots of today's international trade, Composition, origin and destination of global exports and imports, Trade in invisibles, Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt

Unit III: The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements.

Unit IV: India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones

Unit V: Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators Case Studies on Trade Strategies of Emerging Economies- China and ASEAN (Association of South East Asian Nations).

Text Books:

1. Tendulkar and Srinivasan: Reintegrating India with the World Economy, Pearson.
2. Connor, David E. O' (2006). Encyclopedia of the Global Economy: A guide for students and researchers. New Delhi: Academic Foundation

References:

1. The Trade Game: Negotiation trends at WTO and concerns of developing countries, 2006. New Delhi : Academic Foundation
2. Krugman, Obstfeld and Melitz: International Economics. (8th ed.). Pearson Education
3. www.wto.org

604 - TRANSNATIONAL AND CROSS CULTURAL MARKETING

Learning Objective: The purpose of this paper is to provide an understanding of the impact the cultural differences have on global marketing. The methods of price decisions in international markets shall also be taught.

Unit I: Global Marketing, the scope and challenge of international marketing, the Global Manager, importance of Global Markets, development of Global Marketing.

Cultural and social forces, definition of culture, cultural values, language and communication. Cultural differences. impact of social and cultural environment on marketing industrial and consumer products.

Unit II: Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research-Research on internet. Estimating market demand, problems in analyzing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers.

Unit III Outsourcing Research, developing a Global Information System, Global Product Strategies, Product Design, Packaging and Labeling, Warranty and Service Policies, New Product Development, Global Strategies for Services & Brands, Marketing Services including Social Marketing.

Unit IV Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – preparation of quotations.

Unit V: Promotion Decisions: Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

Readings

1. Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill.
2. Cherunillam, Francis: International Marketing, Himalaya Publishing House
3. JJ Shaw & SakOnkvisit: International Marketing- Analysis and Strategies, Prentice Hall India.
4. Warren J. Keega: Global Marketing Management, Prentice Hall India

