

MASTER OF BUSINESS ADMINISTRATION (M.B.A)
UNDER CHOICE BASED CREDIT SYSTEM (CBCS)
REVISED REGULATIONS -2021-23
(For Regular students of University and affiliated colleges, S.V. University, Tirupati)
(To come into effect from the academic year 2021-22)

Semester – I

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
101	Management and Organizational Behaviour	Core: Life Skills	4	30	70	3 Hrs	100
102	Managerial Communication	Core: Life Skills	4	30	70	3 Hrs	100
103	Managerial Economics	Core	4	30	70	3 Hrs	100
104	Accounting for Managers	Core: Skill Development	4	30	70	3 Hrs	100
105	Quantitative Analysis for Management Decisions	Core	4	30	70	3 Hrs	100
106	Business Statistics	Core: Practical	4	30	70	3 Hrs	100
107	Modelling with Excel	Core- Online	4	--	100	3 Hrs	100
108	Human Values and Professional Ethics	Audit: Life Skills		100			

Semester – II

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
201	Marketing Management	Core: Life Skills	4	30	70	3 Hrs	100
202	Human Resources Management	Core	4	30	70	3 Hrs	100
203	Financial Management	Core	4	30	70	3 Hrs	100
204	Production Management	Core: Skill Development	4	30	70	3 Hrs	100
205	Business Research Methods	Core: Practical	4	30	70	3 Hrs	100
206	Operations Research	Core	4	30	70	3 Hrs	100
207	Management Information Systems	Core- Online	4	--	100	3 Hrs	100
208	Leadership Values, and Styles	Audit: Life Skills		100			

Semester – III

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
301	Business Environment	Core	4	30	70	3 Hrs	100
302	Entrepreneurship	Core: Skill Enhancement	4	30	70	3 Hrs	100
303	Industrial Project Course	Core: Job Specialisation Internship	4	30	70	3 Hrs	100
304	Project VIVA VOCE	Core	4	--	100	--	100
	Elective I	General Elective	4	30	70	3 Hrs	100
	Elective II	General Elective	4	30	70	3 Hrs	100
	Elective III	General Elective	4	30	70	3 Hrs	100
	Elective	Open Elective	4	30	70	3 Hrs	100

ELECTIVES**Marketing Area**

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
311	Consumer Behaviour	Elective Skill Enhancement	4	30	70	3 Hrs	100
312	Customer Relationship Management	Open Elective	4	30	70	3 Hrs	100
313	Marketing Research	Elective Life Skills	4	30	70	3 Hrs	100
314	Advertising and Sales Promotion Management	Elective Practical	4	30	70	3 Hrs	100
315	Product and Brand Management	Elective Practical	4	30	70	3 Hrs	100
316	Digital Marketing	Elective Online	4	--	100	3 Hrs	100

Finance Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
321	Financial Services	Elective Skill Enhancement	4	30	70	3 Hrs	100
322	Investment Management	Elective Life Skills	4	30	70	3 Hrs	100
323	Personal Finance	Elective Value added Course	4	30	70	3 Hrs	100
324	Corporate Restructuring	Elective Practical	4	30	70	3 Hrs	100
325	Banking Management	Elective Life Skills	4	30	70	3 Hrs	100
326	Financial Markets and Institutions	Open Elective	4	30	70	3 Hrs	100

HRM Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
331	Training and Development	Elective Skill Enhancement	4	30	70	3 Hrs	100
332	HR Audit	Elective Skill Development	4	30	70	3 Hrs	100
333	Human Resource Planning	Elective Life Skills	4	30	70	3 Hrs	100
334	Labour Laws and Industrial Relations	Elective Life Skills	4	30	70	3 Hrs	100
335	Leadership Development	Elective Value added Course	4	30	70	3 Hrs	100
336	Counselling Skills for Managers	Open Elective	4	30	70	3 Hrs	100

Systems Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
341	System Analysis and Design	Open Elective	4	30	70	3 Hrs	100
342	Database Management Systems	Elective Skill Enhancement	4	30	70	3 Hrs	100
343	Data Mining and Data Warehousing	Elective Value added Course	4	30	70	3 Hrs	100
344	Logistics Management	Elective Practical	4	30	70	3 Hrs	100
345	Data Analytics with R	Elective Online	4	--	100	3 Hrs	100
346	Distributed Computing Systems	Elective Online	4	--	100	3 Hrs	100

Entrepreneurship Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
351	Personal Discovery Through Entrepreneurship	Elective Life Skills	4	30	70	3 Hrs	100
352	Creativity, Innovation and Entrepreneurship	Elective Skill Enhancement	4	30	70	3 Hrs	100
353	Startups Management	Elective Value added Course	4	30	70	3 Hrs	100
354	Private Equity and Venture Capital	Elective Online	4	--	100	3 Hrs	100
355	Family Business Management	Elective Practical	4	30	70	3 Hrs	100
356	Women Entrepreneurs	Open Elective	4	30	70	3 Hrs	100

Semester – IV

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
401	Digital Business Models	Core Value added Course	4	30	70	3 Hrs	100
402	Strategic Management	Core Skill Development	4	30	70	3 Hrs	100
403	Business Laws	Core Practical	4	30	70	3 Hrs	100
404	Organisation Development	Core: Life Skills	4	30	70	3 Hrs	100
	Elective I	General Elective	4	30	70	3 Hrs	100
	Elective II	General Elective	4	30	70	3 Hrs	100
	Elective III	General Elective	4	30	70	3 Hrs	100
	Elective	Open Elective	4	30	70	3 Hrs	100

ELECTIVES**Marketing Area**

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
411	Marketing of Services	Elective Skill Enhancement	4	30	70	3 Hrs	100
412	Industrial Marketing	Open Elective	4	30	70	3 Hrs	100
413	International Marketing	Elective Skill Enhancement	4	30	70	3 Hrs	100
414	Retail Management	Elective Value added Course	4	30	70	3 Hrs	100
415	Supply Chain Management	Elective Practical	4	30	70	3 Hrs	100
416	Sales Management	Elective Life Skills	4	30	70	3 Hrs	100

Finance Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
421	International Financial Management	Elective Skill Development	4	30	70	3 Hrs	100
422	Financial Derivatives	Elective Practical	4	30	70	3 Hrs	100
423	Risk Management and Insurance	Elective Value added Course	4	30	70	3 Hrs	100
424	Management Control Systems	Elective	4	30	70	3 Hrs	100
425	Managing Fintechs	Elective Online	4	--	100	3 Hrs	100
426	Financial Engineering	Open Elective	4	30	70	3 Hrs	100

HRM Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
431	Strategic Human Resource Development	Elective Skill Development	4	30	70	3 Hrs	100
432	Reward Management	Elective Practical	4	30	70	3 Hrs	100
433	Labour Legislations	Elective Value added Course	4	30	70	3 Hrs	100
434	Management of Change	Elective Skill Development	4	30	70	3 Hrs	100
435	Stress Management	Open Elective	4	30	70	3 Hrs	100
436	Global Human Resource Management	Elective	4	30	70	3 Hrs	100

Systems Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
441	Enterprise Resource Planning	Elective Value added Course	4	30	70	3 Hrs	100
442	Decision Support Systems	Elective Skill Development	4	30	70	3 Hrs	100
443	AI Applications in Business	Elective Online	4	--	100	3 Hrs	100
444	Systems Control and Auditing	Open Elective	4	30	70	3 Hrs	100
445	E – Business	Elective Practical	4	30	70	3 Hrs	100
446	Software Project Management	Elective	4	30	70	3 Hrs	100

Entrepreneurship Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
451	Social Entrepreneurship	Elective Community Service	4	30	70	3 Hrs	100
452	Negotiation	Open Elective	4	30	70	3 Hrs	100
453	Design Thinking and Innovation	Elective Skill Development	4	30	70	3 Hrs	100
454	Business Planning And Ethics	Elective Practical	4	30	70	3 Hrs	100
455	SaaS for Entrepreneurs	Elective Value added Course	4	30	70	3 Hrs	100
456	Statistics for Business Analytics	Elective Online	4	--	100	3 Hrs	100

Semester - I

101 - Management and Organizational Behaviour

Objectives:

1. Provide conceptual understanding of management concepts
2. Familiarize the students with the contemporary issues in Organization Behaviour
3. Enable them to apply the concepts in the management organizations

Unit – I

Introduction to Management – Principles of Management – Functions of management – Decision making process - Social responsibility of Management – Fundamentals of Planning, Organising, Staffing, Leading, and Controlling.

Unit – II

Introduction to OB – Learning – Personality Theories– Perception – Learning Process, and Theories – Values & Attitudes.

Unit – III

Motivation Theories – Managing Motivation in Small and large organizations – Effective Groups & Teams – Leadership Theories, Styles – Group Dynamics – Power, Politics, and Conflict – Resolving Conflicts.

Unit – IV

Organization Culture & Climate– Organizational Ethos – Functionality of Culture – Process and implementation of Change – Managing Resistance to Change - Organization Structure and Communication

Unit – V

Organizational Development – Phases and Interventions of OD – Johari Window – Transactional Analysis- Managerial Interpersonal Styles - Managing Stress & Burnout.

Course Outcomes: The Student is able to

CO1 : Examine the Management concepts and functions.

CO2 : Apply the concepts of delegation of authority, decentralisation and departmentation in real life situations.

CO3 : Discuss the organizational behaviour and climate.

CO4 : Evaluate the basic concepts of organizational conflicts and climate

References:

1. Fred Luthans: **Organization Behaviour** (McGraw Hill)

2. Stephen P Robbins: **Organization Behaviour** (Pearson)
3. Wehrich, Cannice & Koontz: **Management** (Tata McGraw Hill)
4. Robin Finchan and Peter Rhodes: **Organizational Behaviour** (Oxford)
5. Nelson, Quick. **ORGB with MindTap** (Cengage MindTap)

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

102 - Managerial Communication

Objectives:

1. To make the students aware of their communication skills and gaps.
2. To help students acquire needed skills to handle corporate communication.

Unit – I

Communication – Meaning – Communication cycle – Process – Theories and Models of communication – Characteristics of Successful Communication – Barriers to communication.

Unit – II

Oral communication, Importance – Business Presentations, and Public Speaking – Conducting Meetings – Group Discussions & team Presentations - Types of Interviews – Preparing for Interviews – Telephone Talks -.

Unit – III

Written Communication – Importance – Reading & Writing Skills – Speed Reading- Business Letters, Reports, and Proposals – Circulars, Minutes, Memos & Notices – Email - – Memory – Resume Building – Employment Messages

.

Unit – IV

Non-Verbal Communication – Significance, Types – Effective Listening -Transactional Analysis - Time Management

Unit – V

Corporate communication – Ethics in Communication - Intercultural Communication -- Group communication – Business Etiquette – Communication styles - Communication technology

Course Outcomes: The Student is able to

- CO1 : Apply the basic concepts of communication for business correspondence.
CO2 : Distinguish different forms of communication.
CO3: Adapt report writing skills of different types.
CO4: Acquire presentation skills along with the interview techniques.

References:

1. Shirley Taylor :**Communication for Business** (Pearson)
2. Piyush Dhar Chaturvedi and Mukesh Chaturvedi : **Business Communication** (Pearson)
3. Lehman, Dufrene. BCOM with MindTap (Cengage MindTap)
4. M. Ashraf Rizvi : **Effective Technical Communication** (McGraw Hill)

5. Courtland L. Bovee, John V. Hill, Roshan Lal Raina: **Business Communication Today** (Pearson)

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

103 - Managerial Economics

Objectives:

1. Provide a basic foundation on concepts and principles of Macro Economics, Micro Economics and managerial economics.
2. Demonstrate the application of economic theory to business decision-making.

Unit – I

Nature and scope of Managerial economics-Objectives of the firm - profit maximisation - sales maximisation - satisfying and optimising firms.

Unit – II

Demand analysis: Theory of demand- demand function- Price, income, promotion, and cross elasticity of demand - Forecasting- sources of data-survey methods-statistical methods.

Unit – III

Cost analysis: Production function - returns to scale-cost concepts cost curves - break even analysis - profit forecasting-make or buy decisions. Cost behaviour in short and long terms. Learning curve. Supply function

Unit – IV

Pricing decisions: Objectives- Basic factors in Pricing-pricing under perfect, monopoly, oligopoly, and monopolistic competition-discriminatory pricing-multiple product pricing-price control by government - pricing of new products – pricing practices.

Unit – V

National Income – Estimation and projection of GDP – Sectors in Indian Economy - Business cycles – Response of firms to business cycles – Economic Policy of Government of India

Course Outcomes: The Student is able to

CO1 : Describe the importance of managerial economics and its contribution to decision making in different types of business organizations.

CO2 : Apply the basic principles of managerial economics.

CO3: Apply demand analysis concept in the real life business situations.

CO4: Discuss the meaning and usefulness of the production function and cost function in analysing the firm's production activity.

References:

1. H.Criag Peterson, W.Cris Lewis :**Managerial Economics** (Pearson)
2. Paul G.Keat and Philit Y.Yound:**Managerial Economics** (Pearson)
3. D.M.Mithani:**Managerial Economics** (Himalaya)

4. Suma Damodaran: **Managerial Economics** (Oxford)
5. D.N. Dwivedi: **Managerial Economics** (Vikas)
6. P.L.Mehta: **Managerial Economics** (Sultan Chand)
7. Samuel C. Wabb: **Managerial Economics** (Cengage)

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

104 - Accounting for Managers

Objectives:

1. To acquaint the students with the fundamental principles of financial, cost and management accounting.
2. To enable the students to prepare, analyse and interpret financial statements.
3. To enable the students to take decisions using management accounting tools.

Unit – I

Accounting principles: Concepts functions, book keeping, Double entry system, accounting standards, functions of accounting standards, journal, ledger, posting, rules regarding posting, trail balance, final accounts – Trading accounts, profit and loss accounts, balance sheet, adjustments. (Problems & Cases)

Unit – II

Depreciation Accounting: concept of depreciation, causes of depreciation, depreciation accounting, fixation of depreciation amount, methods of depreciation – depletion method, machine hour-rate method, written down value method, accelerated method, sinking fund method. (Problems & Cases)

Unit – III

Budgets and Budgeting control: Objectives, characteristics and essentials of budgetary control, classification of budgets – production budget, sales budget, cash budget, flexible budget, and master budget. (Problems & Cases)

Unit – IV

Computer applications in business: Role of computer in accounting, accounting information systems, software package for accounting, tally. (Theory and Lab) (No Problem)

Unit – V

Emerging concepts in accounting: Human resource accounting, inflation accounting, responsibility accounting and government accounting. IFRS. (No Problem)

Course Outcomes: The Student is able to

- CO1 : Outline the basic knowledge of accounting, book keeping and accounting Principles.
- CO2 : Identify the nature of expenditure and revenue for preparation of financial statements of business.
- CO3 : Examine the role of accounting policies like depreciation.
- CO4 : Apply financial analysis techniques for the assessment of financial performance of companies.

References:

1. R. Narayanaswamy “**Financial Accounting: A Managerial Perspective**” (PHI Learning)

2. P.C.Tulsian “**Financial Accounting**” (Pearson)
3. S.N. Maheswari: “**Financial Accounting**” (Vikas)
4. T. Horngren Charles, L. Sundern Gary, A. Elliott John, R. Philbrick Danna "**Introduction to Financial Accounting**" (Pearson)
5. N Ramachandran, Ram Kumar Kakani "**Financial Accounting For Management**" (McGrawHill)
6. Jelsy Joseph Kuppapally, “**Accounting for Managers**” (PHI)

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

105 - Quantitative Analysis for Management Decisions

Objectives:

1. To acquaint the students with important quantitative tools for business decisions.
2. To expose students to the concepts like game theory.

Unit – I

Introduction to Quantitative Techniques. Functions and its applications to business, limits of function and continuity.

Unit – II

Concept of derivative, Techniques of Differentiation, Maxima and Minima, Integration and its applications in managerial decisions.

Unit – III

Progressions: Arithmetic and Geometric progressions and their applications. Annuities and Present values.

Unit – IV

Vectors and Matrices,: Geometrical and physical interpretation of vectors, Introduction to Matrices Multiplication of Matrices, Inverse of a Matrix, Rank of a Matrix and Matrix applications in management.

Unit – V

Gamification: Games- Characteristics, theory and Rules, Game Elements- Two-person zero-sum games, Methods with and without saddle point, Dominance rule and mixed strategies.

Course Outcomes: The Student is able to

CO1 : decide using game theory

CO2 : understand the payoffs of available annuity products

CO3 : use Matrices for Managerial Decisions.

References:

1. C.R.kothari : **Quantitative Techniques**, (Vikas)
2. David R. Anderson : **Quantitative Methods for Business**, (Thomson learning)
3. N D Vohra : **Quantitative Techniques for Management**, (McGraw Hill)
4. Werbach : For the Win (Wharton Digital Press) E- Book
5. P K Gupata, D S Hira, **Operation research**, **S. Chand publishing**.

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

106 - Business Statistics

Objective:

To expose students to basic statistics and probability for effective decisions

Unit – I

Introduction to Statistics – Meaning, Application of Statistics in Business and Limitations of Statistics. Data – Data Sources, Data Classification and Data Presentation (Tables and Graphs). Data Analysis – Measures of Central Tendency, Measures of Dispersion.

Unit – II

Correlation analysis – Meaning, Types of Correlation, Scatter Diagram, Karl Pearson and Spearman Rank Correlation., Coefficient of Determination. Regression analysis – Meaning, Regression Coefficients and properties, Simple and Multiple Regression.

Unit – III

Time Series Analysis – Introduction to time series, Components of time series, Methods of Trend Analysis. Index Numbers - Meaning, Types of Index Numbers, Construction of price, quantity and volume index, consumer price index.

Unit – IV

Probability – Meaning and concept, Addition theorem, Multiplication theorem, Bayes' theorem. Probability theoretical distributions – Binomial, Poisson and Normal. Sampling Theory – Complete enumeration vs Sample survey, Determination of Sample size, Sampling techniques, Sampling distributions of statistics.

Unit – V

Testing of Hypothesis – Basic concepts, testing procedure. Parametric tests – z test, ttest, one way and two way ANOVA. Non Parametric tests – Chi square analysis, Sign test, Median test, Wilcoxon test, Kolmogorov Smirnov test, Mann – Whitney U test and Kruskal Wallis test.

Course Outcomes: The Student is able to

CO1 : understand the business problems.

CO2 : decide on appropriate statistical tools.

CO3 : interpret the statistical tests.

References:

1. Richard I. Levin & David S. Rubin: **STATISTICS FOR MANAGEMENT**,
(Pearson Education)

2. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran "**Statistics for Business & Economics**" (Cengage)
3. S.P. Gupta & M.P. Gupta: **BUSINESS STATISTICS**, (Sultan Chand)
4. Beri, G.C: **BUSINESS STATISTICS**, (Tata McGraw Hill)

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

107 - Modelling with Excel (Online)

Objectives:

1. Understand the basics of modelling for business decisions
2. Learn financial functions using Excel
3. Acquaint with Excel for business decisions

Unit – I

Introduction to Modelling – Types and purposes of business models – Rules for model design – Model layout flow charting – Steps to building a model – Best practice principles of modelling – Documentation – Preparing and presentation of Model results – Model review – Auditing a Model

Unit – II

Excel functions – Importing and exporting data – Financial functions (PV, FV Rate, NPER, IRR, NPV, MIRR, XNPV, XIRR, effect, nominal, Price) – Lookup and reference functions (Choose, Offset, Match, Indirect, Look up) – Statistical functions – Date and Time functions – Whatif functions Goal Seek, Solver - Pivot Table – Data Analysis – Conditional formatting – Array Formulas - Dynamic named ranges - Working with Charts – Creating dynamic charts

Unit – III

Financial Analysis Techniques - Ratio analysis, Du point Analysis – Cash budgeting – Master budgeting - Break-even analysis – Profit planning - Loan amortization - Capital Budgeting Decisions – Sensitivity analysis – Scenario Analysis with Scenario Manager – Computing rates of returns, averages and variances of financial data.

Unit – IV

Estimating demand curves – revenue management – Computing marketing metrics – Take rate, Churn, Customer satisfaction – customer life time value – cost per click – Transaction conversion rate – bounce rate

Unit – V

Forecasting – time series and exponential smoothing – purchase order processing – production order quantity model – acceptance sampling – material requirement planning – Quality control charts – Lot sizing methods – Project management

Course Outcomes: The Student is able to

CO1 : use excel for financial modelling.

CO2 : apply excel financial functions for analysis and decisions.

CO3 : use excel for production and marketing decisions.

References:

1. **Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know** by Mark Jeffery
2. **Excel Models for Business and Operations Management** by John Barlow

3. **Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals** by Danielle Stein Fairhurst
4. **Analyzing Business Data with Excel: Forecasting, Statistics, and Data Management** by Gerald Knight
5. **Mastering Financial Modelling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance** by Alistar Day

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

108 - Human Values and Professional Ethics

Objectives:

1. To provide a comprehensive understanding of the Nature and Importance of Ethical principles.
2. To enable the student in applying these Ethical principles in the Business practices.

Unit – I

Definition and Nature of Ethics- Its relation to Business, and Environment. Need and Importance of Professional Ethics - Goals - Ethical Values in various Professions-Ethical theories about right action

Unit – II

Nature of Values- Good and Bad, Ends and Means, Actual and potential Values, Objective and Subjective Values, Analysis of basic moral concepts- right, ought, duty, obligation, justice, responsibility and freedom, Good behavior and respect for elders- moral development theories

Unit – III

Value education-definition and its relevance to present days- Concept of human values- self introspection-self esteem-family values-components-structure-and responsibilities of family-neutralization of anger- adjustability-threats of family life-Time allotment for sharing ideas and concerns.

Unit – IV

Business ethics- Ethical standards of business- Immoral and illegal practices and their solutions- characteristics of ethical problems in management- causes of unethical behavior-ethical abuses and work ethics

Unit – V

Environmental and social ethics: ethical theory, man and nature, ecological crisis issues related pollution, waste, climate change, energy and population, social issues –human rights violation and social disparities

Course Outcomes: The Student is able to

CO1: find the need for Ethical practices in building a healthy Socio-economic Environment.

CO2: apply the Ethical principles in the Business practices.

References:

1. R. S. Naagarazan -A **TEXT BOOK ON PROFESSIONAL ETHICS AND HUMAN VALUES**- -New age International (p) Ltd.
2. M. Govindarajan, S. Natarajan, V.S. Senthil kumar- **PROFESSIONAL ETHICS & HUMAN VALUES**.

3. R. R. Gran, R. Sangal, G. P. Bagania -**FOUNDATION COURSE IN HUMAN VALUES & PROFESSIONAL ETHICS**
4. Jayshree Suresh, B.S. Raghavan- **HUMAN VALUES AND PROFESSIONAL ETHICS**

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

Semester - II

201 - Marketing Management

Objectives:

1. To provide a basic understanding of the Marketing Concepts.
2. To understand the Marketing concepts and the Marketing Strategies.

Unit – I

Definition, importance and scope of Marketing - Company orientation towards Marketing - Core Concepts of marketing – Marketing Management Tasks – Indian Marketing Environment: Demographic, Economic, Socio-Cultural, Politico-Legal and Technological Environment – Marketing and Customer Value - Corporate Strategic Planning – Marketing Research Process – Forecasting and Demand Measurement – Consumer Behavior – Market Segmentation – Market Targeting – Brand Positioning.

Unit – II

Product strategy: - product concept – product characteristics and classifications – differentiation – Product and brand relationships – packaging, labelling, warranties and guarantees.- product life cycle and marketing strategies- new product development process– branding- brand equity - trademark.-significance of marketing of services.

Unit – III

Pricing strategy: - setting the price –adapting the price - initiating and responding to price changes. Distribution strategy: - designing and managing channels- managing retailing, wholesaling and logistics.

Unit – IV

Promotional strategy – designing and managing integrated marketing communications - managing mass communications and personal communications.

Unit – V

Introducing New Market Offerings - Managing a holistic marketing organization – marketing implementation, evaluation and control- marketing audit.

Course Outcomes: The Student is able to

CO1 : Create the segmentation, targeting and positioning in marketing.

CO2: Analyse various phases of product life cycle.

CO3: Evaluate various methods of pricing and identify the best pricing strategy.

CO4: Evaluate marketing communication strategies.

References:

1. Philip Kotler, Kevin Lane Keller“**Marketing Management**” (Pearson Education)
2. Rajan Saxena "**Marketing Management**" (McGrawHill)

3. Dhruv Grewal, Michael Levy "Marketing" (McGrawHill)
4. Mohr Slater "**Marketing of High-Technology Products and Innovations**" (Pearson)
5. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan "**Marketing 4.0: Moving from Traditional to Digital**" (Wiley)

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202 - Human Resources Management

Objectives:

1. This subject provides the platform to the students of management to appreciate the critical managerial functions, processes and tasks of HRM in an organization.
2. To become sensitive to the HR Management Processes and to adopt conceptual learning to real-life situations.
3. To appreciate the methods and mechanics to bring out the best in people.

Unit – I

Human Resource Management – Significance and Scope – Objectives and Functions – Labour Codes – Employment Laws

Unit – II

Job Analysis: Job Description – Job Specification – Job Evaluation- Human Resource Planning - Human Resource Information System

Unit – III

Recruitment: Objectives – Sources - Selection: Objectives – Selection Procedure – Selection Tests -Induction and Placement – Performance Appraisal: Objectives – Methods – Constraints – Compensation & Retention Plans - Employee Benefits

Unit – IV

Training and Development: Objectives – Training Needs Assessment – Types of Training – Designing Training Programmes - Evaluation of Training - Career Planning and Development

Unit – V

Contemporary Issues in HRM: Knowledge Management – Work life balance – Ethics in HRM - Technology and HRM – Human Resource Audit – Quality Management and HRM

Course Outcomes: The Student is able to

CO1 : Apply different concepts of HR Planning, Recruitment, Selection, Training, Interviewing Techniques and Executive Development Programs.

CO2 : Apply job analysis, job description, job specification, ergonomics in industry and the methods of job evaluation.

CO3 : Utilize the various methods of performance appraisal.

CO4 : Develop a good compensation policy.

CO5 : Address Grievance Handling Procedures, Industrial Disputes Resolution Mechanisms and stress management at work place.

References:

1. Aswathappa. K – “Human Resource Management” (Tata McGraw Hill)

2. David A. Decenzo and Stephen P. Robbins – “Personnel: Human Resource Management” (Prentice Hall of India)
3. Garry Dessler – “Human Resource Management” (Pearson Education)
4. Uday Pareek, T.V. Rao – “Designing And Managing Human Resource Systems” (Oxford & IBH)

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203 - Financial Management

Objectives:

1. To know the various sources of finance.
2. To understand the objectives of firms and their influence on decisions.
3. To familiarize oneself with the techniques used in financial management.

Unit – I

Goal of Financial Management – Fundamental Principles – Time value of money – Discounting, compounding - Risk-return trade off- Finance Function-Financial Decisions. Financial markets -intermediaries.

Unit – II

Financial Statement Analysis: Analysis of Balance Sheet; Profit & Loss Account, Ratio analysis, common size analysis, cash flow statement, operating, financial, and combined leverage.

Unit – III

Cost of Capital - Cost of debt, cost of equity– dividend capitalization, CAPM - cost of preference shares -weighted average and multiple costs of capital – valuation of bonds and shares. Capital structure planning – EBIT – EPS analysis (Numerical Problems), risks of financial leverage – margin of safety, interest and debt service. Long term sources of Finance - venture capital.

Unit – IV

Capital Budgeting - Cash flows - traditional methods, discounted cash flow methods, risk analysis, real options – leasing – Hire Purchase

Unit – V

Dividend Decisions, influencing factors, forms and special dividends. Walter, Gordon and MM models (Numerical Problems) Linter’s model dividend practices in India. Buy back of shares, taxation of dividends and capital gains. Working capital Management: Operating cycle estimation , cash, inventory and receivables management

Course Outcomes: The Student is able to

- CO1 : apply various methods of Investment Analysis and techniques of capital budgeting.
- CO2 : adapt the concepts of leverage, capital structure and its effect on the long term survival of the firm.
- CO3 : appraise various methods to compute cost of capital.
- CO4 : able to take dividend decisions.
- CO5 : assess the working capital requirement of a firm.

References:

1. Srivastava R, Anil A: **Financial Management (Oxford)**
2. I.M.pandey: **Financial Management** (Vikas)
3. Prasanna Chandra: **Financial Management – Theory and Practice** (Tata McGraw Hill)
4. Pandey & Bhat: **Cases in Financial Management** (Tata McGraw Hill)
5. Khan & Jain: **Financial Management** (Tata McGraw Hill)
6. Brealey Myers: **Principles of Corporate Finance** (Tata McGraw Hill)
7. Berk – “Financial Management” (Pearson)

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204 - Production Management

Objective:

To acquaint the students with the steps and working of production planning and control in manufacturing and service organisations.

Unit – I

Role and Relevance of Production Management – Concepts of Productivity – Production Systems – Work Study: Method study and Work Measurement.

Unit – II

Plant location. Plant layout- Classification and merits. Plant Maintenance methods – Break Down, Preventive and Predictive maintenance. Replacement Policies – Unit and Group replacement policies.

Unit – III

Production planning and control: Processes in PPC. Job shop and Flow shop scheduling- Johnson's Rule- Line Balancing. Quality Control: Control Charts and Acceptance Sampling.

Unit – IV

Materials Management – Concepts – Classification of Inventory, Inventory Control Methods, Stores Management and Deterministic Inventory Models.

Unit – V

Project Management: Concepts of project Management, CPM, PERT and Project Network Crashing and Cost analysis, Applications of Network techniques.

Course Outcomes: The Student is able to

CO1 : Apply the basic concepts of production and operations management and identify types of manufacturing processes.

CO2 : Define and explain concept of production planning and control.

CO3 : Evaluate purchasing function and inventory management function.

CO4 : Develop the quality control system and quality control strategies.

References:

1. Muhleman and Sudhir B: **Production/ Operations Management**, Pearson Education
2. S.N.Chary : **Production and Operations Management**, Tata McGraw Hill
3. R. Panneer Selvam: **Production and Operations Management**, Prentice Hall of India
4. Adam Ebert: **Production & Operations Management**, Prentice Hall of India

5. K. Aswathappa K. Sriddhan Bhat: **Production and Operations Management** (Himalaya)
6. Kanishka Bedi: **Production and Operations Management (OXFORD)**
7. P K Gupata, D S Hira, **Operation research, S. Chand publishing.**

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205 - Business Research Methods

Objectives:

1. To enable the students to know about the information needs of Management.
2. To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry.
3. To introduce the Statistical Tools of Data Analysis

Unit – I

Nature and Scope of business research- Research process- Defining the research Problem and setting the objectives- Preparing research proposal-Review of literature.

Unit – II

Research Designs: Exploratory Research Design and Qualitative Studies-Focus groups - Descriptive Research Design- Panel Research –Experimental Research Designs.

Unit – III

Data sources: Secondary Vs Primary – Secondary data collection procedures- Primary Data Collection methods: Survey methods-Observational Studies.

Unit – IV

Sampling Designs: Probability and Non-probability sampling methods and Sample Size determination-Attitude Measurement and Measurement Scales.

Unit – V

Preliminary steps of data analysis: editing, coding and tabulation- Hypothesis testing – Tests of Significance for small and large samples- t-test, z-test, chi-square test, ANOVA: one-way, two-way - Presenting Results: Written and Oral Reports

Course Outcomes: The Student is able to

- CO1 : Adapt the fundamentals of Business research methodology.
- CO2 : Identify research problem and design data collection techniques.
- CO3: Apply sample and census survey and measuring techniques.
- CO4: Develop data processing procedures, apply tools and draft report.

References:

1. Donald R.Cooper and Pamela S.Schindler: **Business Research Methods** (Tata McGraw Hill)
2. Zikmund, Babin, Carr, Griffin: **Business Research Methods .** (Cengage).
3. Naval Bajpai: **Business Research Methods** (Pearson).

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206 - Operations Research

Objectives:

1. Learn Linear Programming for optimisation problems.
2. Understand techniques for optimum transportation and queuing solution.

Unit – I

Introduction to OR: linear Programming – Model formulation, Graphical method, and Simplex method. Linear programming using the Excel Solver

Unit – II

Transportation problem Degeneracy – Transshipment model – Assignment model – Hungarian method, Salesmanship method, Maximization of Profit, Cost minimization.

Unit – III

Dynamic programming – Features, Structure and Applications. Dynamic programming approach, LPP by Dynamic programming.

UNIT –IV

Goal Programming: Concept, Application areas, model formulation. Modified simplex method.

Unit – V

Queuing model (M / M / I ONLY): Components, basic Structure Assumptions, waiting line decision problem – Simulation – Its application.

Course Outcomes: The Student is able to

1. use the methods to solve Linear Programming Problems
2. solve transportation problem with minimum cost of transportation of commodities
3. develop a realistic schedule and monitor the progress of the project.

References:

1. A.M. Natarajan, Balasubramani, tamarasi, **Operations Research**, Pearson
2. Richard B. Chase, **Operations and supply chain management**, McGrawHill
3. S.D. Sharma : **Operations Research**
4. Taha H.A: **Operations Research** (Pearson)
5. Anand Sharma : **Operations Research** (Himalaya)
6. P K Gupata, D S Hira, **Operation research**, S. Chand publishing.

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207 - Management Information Systems (Online)

Objectives:

1. To introduce the concepts of different business systems.
2. To focus on different components of information systems and to plan, design and develop such systems.
3. To understand the various functional information systems.

Unit – I

Information and systems concepts. Types of Information systems on organizations. Decision making process – Individual vs. Organizational models. Managing Hardware, Software and Data Resources. I.T. Infrastructure for the organization and Digital Firm.

Unit – II

MIS Design: Importance of MIS Design, Approaches for the MIS design: Traditional and Modern Approaches. MIS Growth Model.

Unit – III

Management support systems: Decision support systems, Concepts of Data mining, Data warehousing and OLAP. Types, components - Data mining, Data warehousing and OLAP, Expert systems- components.

Unit – IV

Functional Information Systems: Marketing, Manufacturing, Financial and Human resource Information Systems- Characteristics, benefits and applications

Unit – V

Information Systems Security and Control: Vulnerability and Abuse, Security and Systems Audit. Cyber security.

Course Outcomes: The Student is able to

1. distinguish various types of information systems.
2. analyse functional information needs and systems.

References:

1. Kenneth C. Lauadon and Jane. P. Lauadon : **Management Information Systems** (Pearson Education)
2. James A O ‘Brien : **Management Information Systems** (Tata McGraw Hill)
3. Murthy CSV : **Management Information Systems** (Himalaya)
Giridhar Joshi: **Management Information Systems** (Oxford)

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208 - Leadership Values and Styles

Objectives:

1. To provide an understanding of the concepts of Leadership Values.
2. To apply these principles in Team building and Customer/Supplier Relationships Management.

Unit – I

Concept and Significance of Value based Leadership –Shared Vision – Value based Culture – Right and Wrong Values – Terminal and Instrumental Values.

Unit – II

The four principles of Value Based Leadership: i) Self Reflection- Understanding Self Reflection, ii) Balance and Perspective –Doing the Right Things Rather Than Being Right, iii) True Self Confidence – Building Confidence and Competence, iv) Genuine Humility – Recognizing the Value of Everyone.

Unit – III

Creating a Best Team from Scratch – Turning around at team – Making a right investment in the Talent – Communicating Clearly and Broadly – Motivation and Team Engagement.

Unit – IV

Leading Change – The Corporate Rushmoreans – Leading Change Effectively and Morally – The Fallacy of Tough Leadership – Democratic Leadership – Transformational Leadership.

Unit – V

Building a Holistic Relationship with Suppliers – Building Best Partner Relationship with Customers –Creating Value to Shareholders – Socially Responsible Leadership –Leaving the Global Footprint.

Course Outcomes: The Student is able to

CO1 : Identify the leadership qualities to run an organization successfully.

CO2 : Develop the organisational structures in decision making.

CO3 : Analyse the interpersonal behaviour and barriers of communication in leadership styles.

CO4 : identify team building resources.

References:

1. Peter G. Northouse – “Leadership: Theory and Practice” (Sage)
2. Harvard Business Review - “HBR's 10 Must Reads: On Leadership”
3. John C. Maxwell – “The 21 Irrefutable Laws of Leadership” (Harper Collins)
4. Jocko Willink – “The Dichotomy of Leadership” (St. Martin’s Press)

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Semester - III

301 - Business Environment

Objectives:

1. To enable students understand the opportunities and challenges of prevailing and desirable global business environment in which business has to operate.
2. Provide an understanding of the role of business in society.
3. To enable students read, research and discuss the issues through written papers, presentations, industrial visits and role plays in class seminars.

Unit – I

Theoretical Framework of Business Environment: Concept, significance and nature of business environment. Elements of environment- Internal and External; Changing dimensions of business environment, Techniques of environmental scanning and monitoring.

Unit – II

Planning in India: Emergence of Planning, NITI Ayog, National Development Council. Economic Environment of Business: Significance and elements of economic environment, Economic Trends: Savings and Investment, Industry, Growth of Infrastructure Balance of Payment. Incentives for Make in India, PLI Scheme, Ease of doing business.

Unit – III

Problems of Growth: Unemployment, Inflation, Regional imbalances and Social Injustice. Government Policies- Industrial policy, Fiscal and Monetary policies, EXIM policy; SEZ policy, LPG 1991, Direct and Indirect Taxes with special reference to GST and VAT.

Unit – IV

Political and Legal Environment of Business: Changing dimensions of legal environment in India, Brief introduction to Competition Act, 2005, FEMA, Corporate Governance and Social Responsibility of Business

Unit – V

Foreign Investment: FDI, FII, Determinants of Foreign Investment, Multinational Corporations: Favourable and Harmful effect of the operations of MNCs on Indian economy, Liberalization and MNC's. International Business Environment: World bank, IMF, General agreement on Tariff and trade. : the WTO agreement, TRIPS, TRIMS, Non-tariff barriers and Dispute settlement mechanism, Kyoto Protocol, FTAs

Course Outcomes: The Student is able to
CO1 : analyze the structure of Indian economy.

CO2 : discuss the components of fiscal policy and balance of payments.

CO3 : evaluate different trade related policies.

CO4 : comply with acts like Competition Act, RTP and RTI.

CO5 : plan for ESG

References:

1. Strategic Management – Azhar Kazmi, Tata McGraw Hill, 2020
2. Essentials of Strategic Management – Wheelen & Hunger, Pearson, 2018
3. Strategic Management and Business Policy: Globalization, Innovation and Sustainability. Wheelan, Hunger, Hoffman, Bamford. Pearson.

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302 - Entrepreneurship

Objectives:

1. Providing Entrepreneurial knowledge base
2. Sensitise about the basic functional knowledge needs for entrepreneurs.
3. Encourage and prepare the students to be entrepreneurs.

Unit – I

Entrepreneurship: meaning, importance of entrepreneurship, concepts, Characteristics, classifications of entrepreneurship, problems faced by entrepreneurs in India. Entrepreneur v/s intrapreneur, entrepreneurial models, Legal issues for Entrepreneur: Intellectual property rights: Copyrights, Trademarks, Trade secrets, Patents.

Unit – II

Women Entrepreneurs, working environment, challenges in the path of women entrepreneurs, empowerment, Grassroots entrepreneurs through self help groups (SHG). Building the business plan- Feasibility study: Setting up of Small business enterprises,

Unit – III

Financial Considerations: Basic financial statements, Managing Cash Flows, Preparation of projected financial statements, Applications of Business ratios, Sources of finance: Debt and Equity. Marketing: Marketing considerations- selecting the target market, market strategy. Pricing strategies and marketing of services, export marketing.

Unit – IV

Production management in Small business: production and material management, Break even analysis. HRM in Small business: Importance of HRM, HRD, Industrial relations, labour laws, pollution control laws.

Unit – V

Institutions supporting small business enterprises: Introduction, Central level institutions, state level institutions, other agencies. Sickness in small business enterprises: Definition and status of Sickness of SSI's in India, causes of sickness, Symptoms and cure of sickness. Business incubators. Social Entrepreneurship.

Course Outcomes: The Student is able to

CO1 : Appreciate the concept of entrepreneurship.

CO2 : Analyse entrepreneurship development programs in India and training for entrepreneurial competencies.

CO3 : Design the project reports, evaluate them and pitch for funding.

CO4 : Create awareness about the institutional support to small and medium enterprises.

References:

1. Hisrich Peters shepherd: **Entrepreneurship** (Tata McGraw Hill), 2020
2. Prasanna Chandra: **Projects Planning Analysis, Reductions implementation & Review** (Tata McGraw Hill), 2019
3. Harvard Business Review, Entrepreneur's Handbook: Everything you need to launch and grow your new business. (HBR Handbook)
4. Dhruv Nath, Sushanto Mitra: Funding your Startup and other Nightmares.

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303 - Industrial Project Course

Objectives:

1. To observe decisions in different functional areas of a firm.
2. To take up a decision area to conduct a detailed study in a standardised way.

Each candidate is expected to carry out project work in a particular organisation/industry for a period of 8/10 weeks. Candidate has to carry the project work under the guidance of a faculty member in the department and an executive guide in the concerned organisation. The candidate has to maintain a field diary and present synopsis and IPC Seminars during the course of third semester. The project report should be submitted to the department before the commencement of the third semester – end examinations.

Course Outcomes: The Student is able to

1. gain comprehensive knowledge of decisions made in the firms.
2. study a decision area in a detailed way to come up with appropriate suggestions.

304 - Project Viva Voce

Objective:

A comprehensive Viva Voce Examination shall be conducted by a panel of internal and external experts as part of the semester end examinations covering all the courses with emphasis on project work completed by the students.

311 - Consumer Behaviour

Objectives:

1. To understand the conceptual foundations of consumer buying behavior.
2. To equip the learner to apply the principles and prepare for a career in Product and Brand Management in the FMCG, consumer durables, industry and services industry.

Unit – I

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications – Consumer Behaviour Models

Unit – II

Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

Unit – III

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.

Unit – IV

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty – Consumerism - Consumer rights and Marketers' responsibilities.

Unit – V

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

Course Outcomes: The Student is able to

- CO1 : Evaluate the consumer behaviour and business strategies.
- CO2 : Apply the various consumer behaviour models for effective marketing strategies.
- CO3 : Build the psychological process and develop the effective strategy in terms of impact on consumer behaviour.

References:

1. Schiffman, Wisenblit, Kumar. Consumer Behaviour. Pearson.
2. Sangeeta Sahney. Consumer Behaviour. OUP

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312 - Customer Relationship Management

Objectives:

To understand the concepts and principles of CRM and appreciate the role and changing face of CRM as an IT enabled function.

Unit – I

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

Unit – II

CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

Unit – III

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

Unit – IV

Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

Unit – V

CRM Implementation - Defining success factors - Preparing business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities – Home grown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM. internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

Course Outcomes: The Student is able to

CO1 : Develop the concepts of CRM and strategies in business.

CO2 : Appraise the customer profile and perception of customer behaviour in relationship perspectives.

CO3: Analyse strategies for customer loyalty.

References:

1. Jagdish Seth, et al, Customer Relationship Management, 2020
2. Mullick, Customer Relationship Management, OUP

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313 - Marketing Research

Objectives:

1. To introduce the basic concepts of research and methodology of conducting researches in marketing domain.
2. To provide a foundation to pursue a career in Marketing Research domain.

Unit – I

The Marketing Research System - Definition of MR - Basic and Applied Research – The Marketing Research Process - Types of Research - Steps in Marketing Research Process - Research Design - Data Sources - Marketing Information System – International Market Research.

Unit – II

Sampling Process in Marketing Research– Sampling Design and Procedure – Sampling Methods – Non probabilistic sampling Techniques – Probabilistic sampling Techniques - Sample Size determination - Sampling Errors.

Unit – III

Measurement & Scaling in Marketing Research: Measurement concept – Sources of variation in Measurement, Validity & reliability of Measurement - Attitude measurement – Scaling Procedure

Unit – IV

Data Instruments - Data Collection- Online data collection - Collection of Secondary Data – Collection of Primary Data Methods - Field Operations - Errors and Difficulties in Data Processing, Coding and Editing. Data Analysis - -Hypothesis Testing - Report Writing - Presentation of Data.

Unit – V

Application of Marketing Research: Product Research – Motivation research – Advertising Research – Sales Control Research –Rural Marketing research - Export Marketing research.

Course Outcomes: The Student is able to

- CO1 : Apply the Research Methods to understand and analyse Marketing Problems.
CO2 : To use the appropriate Measurement scales for Customer Attitudes and Preferences.
CO3: Organize the Marketing Field Research to help in Marketing Decision-making.

References:

1. Naresh K. Malhotra and Satyabhusan Das, **MARKETING RESEARCH: AN APPLIED ORIENTATION**, Pearson Education, Asia. 2019

2. Beri, Kaushik, Rahman. Marketing Research. Mc Graw Hill

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314 - Advertising & Sales Promotion Management

Objectives:

1. To equip students for a career in Sales Promotion Management and Advertising.
2. To understand the various types of advertising and their effectiveness.

Unit – I

Advertising - an introduction- Origin and Development - Definition and Classification – Planning Framework - Organising Framework - the Advertiser and the Advertising Agency interface - Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision - Preparing the Product and Media Brief

Unit – II

Copy Decisions - Visualization of Ad Layout - Elements of Ad Copy and Creation Principles of verbal versus visual thinkers - Styles and Stages in advertising copy creation- Copy (Pre-) Testing methods and measurements.

Unit – III

Media Decisions - Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership / Viewership) Research - The Internet as an Advertising Medium - Tracking Website visits, page views, hits, and click-stream analysis - permission marketing and privacy - ethical concerns.

Unit – IV

Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market-place - Advertising and Principles of Integrated Marketing Communication and Image Building.

Unit – V

Sales Promotion - Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues. Brand Equity - Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve 'brand-standing' - Leveraging Brand Values for business and non-business contexts.

Course Outcomes: The Student is able to

CO1 : Discuss the basic concepts of advertising for better understanding the challenges and opportunities in advertising .

CO2 : Analyse the relations of advertising with segmentation and budget decision .

CO3 : Design better advertising strategies for the company .

CO4 : Identify media options which are suitable for the company for better promotion .

CO5 : Develop an effective advertising campaign for the company .

CO6 : Evaluate the role of AD agencies for the successful advertising management

References:

1. Belch, Purani. Advertising and Promotion. Mc Graw Hill
2. Kruti Shah. Advertising and Integrated Marketing Communications. Mc Graw Hill

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315 - Product and Brand Management

Objectives:

1. To equip students for a career in Product and Brand Management,
2. To understand the various concepts of Brand creation, Brand building and Brand Value enhancement.

Objectives:

The objective of this course is to familiarise the students with the concepts and strategies involved in product management and branding for effective brand building.

Unit – I

Product Management - Product – Definition, Levels of Product; Definition of Product Management, Scope and Importance; Role of Product Manager; Product Mix and Product Line Strategies; Challenges in Product Management

Unit – II

Product Life Cycle and Marketing Strategies; Product Portfolio Models; Positioning & Perceptual Mapping; Product Management Audit; Future of Product Management

Unit – III

New Product – Categories of New Product; Adoption Process; Diffusion of Innovation; Stages in New Product Development; New Product Demand Forecasting Models; New Product Launch Strategies; New Product Success & Failures- Indian cases

Unit – IV

Brand Management - Concept & Significance of Brands, Types of Brands; Strategic Brand Management Process & Branding Strategies; Financial and Social Value of Brands; Brand Equity- Components of Brand Equity, Brand Equity Models, Measurement of Brand Equity; Developing and Managing Brands; Brand Extension Strategies; Brand Personality; Brand Essence; Brand Identity, Brand Identity Prism

Unit – V

Brand Elements; Sensory Branding; Emotional Branding, Brand Positioning- Brand Architecture, Brand Portfolio, Brand Communication; Brand Valuation Methods; Brand Revitalisation; Brand Audit; Global Brands; Successful Indian Brands

Course Outcomes: The Student is able to

- CO1 : Discuss the importance of brand image in marketing .
- CO2 : Formulate brand vision to communicate Brand Essence.
- CO3 : Analyse brand promotion methods in brand communication .
- CO4 : Analyse factors influencing brand extension decisions .

CO5 : Design brand marketing programmes.

CO6 : Evaluate emerging trends in brand management .

Reference:

Kevin Lane Keller, Strategic Brand Management, Pearson Education, India. 2020

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

316 - Digital Marketing (Online)

Objectives:

1. To rethink marketing in an Internet-enabled marketing environment.
2. To conceptualize marketing strategy formulation in the context of the Internet.
3. To understand the Online Marketing Mix.
4. To address the emerging issues of e-commerce.

Unit – I

Principles and Drivers of New Marketing Environment – Web 2.0- Digital Media Industry - Reaching Audience Through Digital Channels- Traditional and Digital Marketing - Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships - Business in Modern Economy - Integrating E-Business to an Existing Business Model - Online Marketing Mix – SoLoMo (Social-Local- Mobile)- Social Media Sites & Monetisation- Careers in Social Media Marketing, Online content development & key word optimisation.

Unit – II

Purchase Behaviour of Consumers in Digital Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behaviour –Social Media Marketing Segments- Forms of Search Engines – Working of Search Engines - Revenue Models in Search Engine Positioning – SEO - Display Advertising – Trends, Web Analytics.

Unit – III

Product Attributes and Web Marketing Implications - Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing - Personalized Pricing - Bundle Pricing- Internet Enabled Retailing - Turning Experience Goods into Search Goods

Unit – IV

Personalization through Mass Customization - Choice Assistance - Personalized Messaging - Selling through Online Intermediaries - Direct to Customer Interaction - Online Channel Design for B2C and B2B Marketing- Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks – Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks - Customer Led Marketing Campaigns.

Unit – V

Role of Social Media- Social Community (Facebook, LinkedIn, Twitter etc.)- Social Publishing (Blog, Tumblr, Instagram, Pinterest, Wikipedia, Stumble Upon etc.)- Social

Entertainment (YouTube, MySpace, Flickr etc.)- Social Commerce (Trip Advisor, 4 Squares, Banjo etc.) Social Media Measurement & Metrics- Data Mining and Social Media- Role of Social Media in Marketing Research- Big Data and Social Media- Crowd Sourcing- Legal and Ethical aspects related to Digital Marketing. Marketing in Metaverse.

Course Outcomes: The Student is able to

CO1 : Get knowledge regarding basic concepts of Digital Marketing.

CO2 : Analyse and Choose different channels of digital marketing according to the changing requirements of the markets.

CO3 : Construct different digital marketing plans on situational basis.

CO4 : Market different products through different avenues of social media.

References:

1. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan. Marketing 4.0 : Moving from Traditional to Digital. Wiley 2017
2. Bharat Anand. The Content Trap : A Strategist's guide to Digital Change, Penguin Random House, India. 2016
3. Guy Kawasaki, Art and Social Media: Power Tips. Portfolio, 2015
4. Jonah Berger. Contagious : How to build Word of Mouth in the Digital Age. Simon & Schuster Publications, 2014.

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

321 - Financial Services

Objectives:

1. To know about the Indian financial system and its players
2. To understand the security market regulations
3. To keep abreast of recent financial services

Unit – I

Overview of Financial Services: nature, scope and importance Financial System and Markets: Types, Constituents and functioning, SEBI Role and functions, Overview of Foreign Markets, Financial Sector Reforms in India.

Unit – II

Introduction to Banking and Insurance services; RBI – Role and functions. Primary and secondary markets and their intermediaries: Introduction of Primary & Secondary Markets (BSE, NSE & OTCEI), Money market, Merchant banking services - new issue management, Prospectus of Public Offering, Book Building, IPO and FPO. Green shoe Option, Underwriter, Registrar and Share Transfer Agent. Stock broking, Depositories, Custodial services, short selling. Securities lending and borrowing services

Unit – III

Lease financing, Different types of leases – Evaluating a financial lease. Hire purchase, Consumer credit, Credit card, debit card – Factoring, Bill discounting, Forfaiting, Reverse Mortgage, BNPL.

Unit – IV

Mutual Fund organization - Meaning, status, types. Venture capital financing. Credit Rating Services. Portfolio Management Services, Wealth Management.

Unit – V

Consumer Finance, Housing finance, Securitization in India: concept, nature, scope and their implications, Management of Non-Banking Financial Companies and Microfinance

Course Outcomes: The Student is able to

CO1 : comprehend the broad Financial Framework and its inter-relationships along with the awareness about the different financial services.

CO2 : acquire the knowledge of the techniques in Evaluation of Financing Alternatives.

CO3 : equip themselves with knowledge for Wealth Management

References:

1. M Y Khan. Financial Services, McGraw Hill, 2017
2. L M Bhole, Jitendra Mahakud. Financial Institutions and Markets. McGraw Hill

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

322 - Investment Management

Objectives:

- 1) To have understanding on different investments.
- 2) To have exposure on functioning of capital market
- 3) To understand various theories of portfolio management and evaluation.

Unit – I

Investment: Meaning, Features, Alternative Investments, Speculation and Gambling. Indian Capital Market – Primary Market and Secondary Markets – Processes of Buying and Selling Securities– Secondary Markets – Types – Stock Exchanges – Depository – Role of SEBI in security markets.

Unit – II

Fixed Income Securities: Real and Nominal Rates of Return – Components of Risk – Bond Characteristics, Prices, Yields, Ratings, Rating Procedure. Yield Curve – Determinants of interest Rates, Interest Rate Risk, Duration, and Bond Portfolio Immunisation.

Unit – III

Fundamental Analysis: Meaning, Importance, Objectives. Analysis of Economy, Industry, and Company, Financial and Non-Financial Parameters. Technical Analysis: Meaning – Difference between fundamental analysis and Technical analysis, The Dow Theory, Technical indicators, Charting Techniques. Stock market indicators. Market Efficiency: Weak form, Semi-strong form, Strong form. Equity Valuation models.

Unit – IV

Portfolio Analysis: Risk – Return Framework - Security Returns, Measurement of Returns, Systematic and Unsystematic Risk. Index Models – Efficient Frontier, Dominance Principle, Optimum Portfolio, Utility Theory, Markowitz Portfolio Selection, Single Index Model,

Unit – V

Asset Pricing Model –Capital Market Theory, Capital Asset Pricing Model (CAPM), Assumptions, Inputs, Capital Market Line, Security Market Line, CAPM Anomalies. Evaluation of Portfolios – M2, Sharpe, Treynor, Jensen Measures, Morning Star Ratings, Style Analysis. Mutual Funds – Types, Fund of Funds, ETFs, Inverse Funds, Global Diversification. GDR, ADR, IDR

Course Outcomes: The Student is able to

- CO1 : analyse various investment alternatives for effective investment decisions
- CO2 : Discuss the importance of security analysis in investment decision process.
- CO3 : Design bond management strategies.
- CO4 : Apply different equity valuation methods for the valuation of securities.

CO5 : Construct optimal portfolio for optimum return.

CO6 : Analyse different schemes of mutual funds for better investment decision

References:

1. Bodie, Kane, Marcus, Mohanty. Investments. McGraw Hill, 2019
2. Kannadhasan. Fixed Income Securities, Valuation and Risk Management. 2022. Cengage.

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

323 - Personal Finance

Objectives:

1. This course aims at enabling the student to comprehend the key issues governing the effective Planning of Personal Finance and Investment decisions.
2. To acquire the Competence to provide judicious Advice on these matters.

Unit – I

Personal Finance Environment: Nature and Goals of Personal Finance, Financial Planning Process - Time Value of Money, Macroeconomic Factors and Personal Finance, Preparation of Cash Budget, Annual Income Statement and Statement of Net-worth/Balance Sheet, Principles of Income Tax, Filing of Income Tax Returns and Basic Tax-planning.

Unit – II

Credit Planning and Management: Consumer Credit and Credit Cards, Financial Evaluation of Major Personal Purchase Decisions and the Alternative Credit Sources. Housing Loans, Repayment Schedules and Loan Amortisation Schedule, Personal Credit Rating.

Unit – III

Investment Planning Strategies: Diversification and Asset Allocation, Identifying the Individual's optimal Risk-Return trade-off, Fixed Income Securities and Equity Stocks, Buy-Sell Timings and optimal Holding period, Hedging Strategies using Futures and Options, Evaluation of Mutual Funds' Portfolios, Alternate Investment options – Art, Gold, Antiques, Commodities, REITS, Charity, Crypto Currencies, NFTs.

Unit – IV

Income and Asset Protection: Personal Risk Management Strategies – Risk Mitigation through Insurance, Types of Insurance, Elements of Life insurance, Health Insurance, Property Insurance and Liability Insurance, Selection of optimal Insurance Policies based on the Individual's circumstances and preferences, Settlement of Insurance Claims.

Unit – V

Retirement Planning: Steps in retirement planning, Types of Annuities, Identifying Optimal Annuities matching the post-retirement Income Goals, Reverse Mortgage as a post-retirement option. Estate Planning: Meaning, Objectives and Types, Will – Trust – Estate Tax Planning.

Course Outcomes: The Student is able to

CO1 : apply the Financial principles in Advising on Personal Finance decisions about investment alternatives and wealth management.

CO2 : provide professional advice on Personal Investment decisions, Risk Management and Retirement Planning.

References:

1. Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes, & Melissa M. Hart (2020). **Personal Finance**, 12th Edition, McGraw Hill, India
2. Arthur J. Keown (2019). **Personal Finance**. 8th Edition, Pearson, India
3. Gitman, Joehnk, Billingsley (2014). **Personal Financial Planning**. Cengage, India.
4. Rajni (2020). **Personal Finance and Planning**. JSR Publishing House, India
5. Steward Doss, and K. C. Mishra (2009). **Basics of Personal Financial Planning**. National Insurance Academy.

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

324 - Corporate Restructuring

Objectives:

1. To provide concrete understanding of Mergers & Acquisitions
2. To familiarize the concepts to the students with the current issues in M&A
3. To expose the students about the process and methods of M&A, measures to evaluate the performance of M&A

Unit – I

Meaning of corporate restructuring, need, scope and modes of restructuring, global scenario, national scenario. Value Drivers, Due Diligence Process. Motivations.

Unit – II

Mergers and Amalgamations, Concept, need and reasons, legal aspects, procedural aspects, economic aspects. Interest of small investors, accounting aspects, valuation of shares, stamp duty, filing of various forms.

Unit – III

Meaning and concept of takeover, types of takeovers, legal aspects - SEBI takeover regulations, Financing, bail out takeovers. Defensive Tactics. Employee Stock Ownership Plans, Creeping Acquisitions. Takeover of sick units. Revival and restructuring of sick companies.

Unit – IV

Funding of Mergers and Takeovers, Corporate Demergers/Splits and Divisions, Difference between demerger and reconstruction, modes of demerger.

Unit – V

Tax aspects, tax reliefs, Indian scenario, reverse mergers, Post Merger, Re-organization Financial Restructuring, Alliances, Legal Documentation and Due Diligence.

Course Outcomes: The Student is able to

CO1 : plan and execute the Corporate Restructuring strategies in accordance with the Laws governing them.

CO2 : handle the technical aspects of Mergers, Cross-border Acquisitions and their Valuation including the Tax implications.

References:

1. Weston, et al : **Takeovers Restructuring and Corporate Governance**, Prentice Hall
2. Patrick A Gaughan : **Mergers, Acquisitions and Corporate Restructuring**. Wiley

NOTE TO THE PAPER SETTER:

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|---|
| <p>(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.</p> <p>(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.</p> |
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325 - Banking Management

Objectives:

1. To know the scope of bank financial management
2. To understand the various types of risks faced by banks
3. To evaluate the services offered by banks.

Unit – I

Introduction to Banking: Structure of Indian Banking System – Scheduled Commercial banks, foreign banks, commercial banks, payment banks, Small Finance Banks. Types of banking – Universal banking, wholesale banking, private banking, retail banking; RBI-Monetary Policy. Different types of accounts, Various services offered by banks, Sources of risk in banks, Analyzing bank's financial statements.

Unit – II

Uses of Bank Funds: Features of bank credit, Assessment of Credit Worthiness of borrowers, Different types of Loans, Priority Sector Lending, Sectoral Limits. Loan Pricing - Pricing of fixed & floating rate loans, cost – benefits. Securitisation, Syndication. NPAs: - Concept of gross and net NPAs, causes, recovery of NPAs. Asset Recovery Companies, Bad Bank.

Unit – III

Regulation and Innovations in Banking System: Regulation of Banks, Basel Accords I, II, and III. Banking Innovations - Core Banking Solution, Digital Banks, Plastic Money, NEFT, RTGS, Mobile Banking, M Wallets, Net Banking, E-Rupee, Central Bank Digital Currency.

Unit – IV

Non- Banking Finance Companies – Types, Operations, Microfinance Companies, Regulation.

Unit – V

Credit Information Bureaus, Credit Scores, Credit Repository of Large Clients. Account Aggregator. Credit Guarantee Options. Deposit Insurance. Supervisory College.

Course Outcomes: The Student is able to

- CO1 : analyse the Indian financial system and role of commercial banks
- CO2 : develop better understanding on different types of deposits and loans.
- CO3 : understand the regulations in banking system.

References:

1. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson.
2. Bank Financial Management, IIBF, Macmillan 2010.

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

326 - Financial Markets and Institutions

Objectives:

1. To know about the Indian financial system and its players
2. To understand the security market regulations
3. To keep abreast of recent financial services of institutions.

Unit – I

Financial system: Introduction, functions of financial system and its components. Financial markets. Types-Capital market - Primary and secondary, money market - introduction, types of money market instruments, money at call, treasury bill, certificates of deposits, commercial papers. Bond market.

Unit – II

Financial institutions: Definition, types, role in economic development. Commercial banks – Public & private sector banks, financial innovation in commercial banks. Types of Stock Exchanges – National, Regional & Local. Financial Institutions in GIFT City. Financial Regulation - MCA, RBI, SEBI, IRDAI - introduction, and guidelines.

Unit – III

Development Financial Institutions- NABARD, SFCs, IRBI, SIDC, SIDBI– Introduction and operational policies, Role and functions. NBFCs - Concept, Services, growth, and Regulation.. Special Purpose Vehicles.

Unit – IV

Asset Management Companies. Mutual Funds - Introduction, types of mutual funds, significance, growth. Alternative Investment Funds. G-Sec market. Private and public sector insurance Companies (life and general). Leasing, Hire purchasing, Factoring and forfaiting, Bills discounting.

Unit – V

Management of Non-Performing Assets: Credit Rating - Introduction, Growth. Foreign Exchange Market, Forex Policy, Participants, Services. Fintechs.

Course Outcomes: The Student is able to

CO1 : explain overview of financial system.

CO2 : discuss about various financial institutions.

CO3 : gain knowledge of the commercial banks and their roles.

CO4 : appraise the activities of various non-banking financial institutions.

References:

1. Nalini Prava Tripathy : Financial Services, Prentice Hall

2. MY Khan : **Indian Financial System** (Tata McGraw-Hill)
3. Bhole Mahakud: **Financial Institutions and Markets** (McGraw Hill)

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

331 - Training and Development

Objectives:

1. To appreciate the significances of training and development
2. To introduce the basic concepts in training and development
3. To understand the methods of training and development and
4. To study the HRD practices in organizations.

Unit – I

Training & Development: Scope, objectives, beneficiaries, forces influencing working and learning, training practices, future trends. Strategic Training, and Development - Evolution of training role, training needs, models of organising training & department, outsourcing training.

Unit – II

Needs Assessment: Importance, scope, methods and techniques of training need assessment(TNA), organizational and operational analysis. Training Design - Factors affecting training design, budgeting for training, costs involved in training programs, design theory, outcomes of design, identification of alternative methods of instructions, considerations in designing effective training programs, implementation, Output of TNA

Unit – III

Learning: learning theories, learning process, instructional emphasis for learning outcomes, designing effective training programs, feedback. Training Methods & Trainer's Style- types of training, training methods, choosing a training method, competence of trainer, trainer's skills, trainer's styles, trainer's grid, trainer's roles, do's and don'ts for trainers.

Unit – IV

Training Evaluation: Factors influencing transfer of learning, reasons for evaluating training, evaluation process, determining outcomes, evaluation techniques, models of training evaluation, training audit, Resistance to Evaluation. E-Learning and use of Technology in Training - Technology and multimedia, computer-based training, developing effective online learning, blended learning, simulations, mobile technology and training methods, intelligent tutoring systems, technologies for training administration, learning management systems

Unit – V

Management Development: Need, importance, Training for executive level management, approaches, development planning process, company strategies for providing development. Coaching – Need, types, Benefits. Mentoring – Purpose, types, Benefits. Contemporary Issues in Training and Development - dual career paths, career plateau, coping with career breaks, balancing work and life.

Course Outcomes: The Student is able to

CO1 : understand the Concepts of Training and Development and its Practical relevance to Organization.

CO2 : assess the training needs of business firms.

CO3 : apply the Training methods in the organizational context.

Reference:

Employee Training and Development, 4th Edition by Noe, Raymond A., Irwin/McGraw Hill

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

332 - HR Audit

Objectives:

1. Aims to provide a conceptual understanding of HR Audit.
2. To learn the methodology and issues connected with HR Audit.
3. Understand workforce issues, HR Audit Reports.

Unit – I

Human Resource Audit: Introduction, Objectives, Concepts, Components, Need, Benefits. Components of Human Resource Development Audit, Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, Benefits of Human Resource Audit

Unit – II

HR Audit Methodology and Issues: Introduction, Conducting Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit, Strategies, Alignment of HR Audit. HR Audit Process - Introduction, Audit of Human Resource Function, Planning Questions, Collecting Data, Analysing the Audit Data, Interpretation, Assessing the Ability for Change.

Unit – III

HR Audit and Workforce Issues: Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Team building System. Challenges in HR Audit - Assessing the Ability for Change, Post Audit Steps, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations

Unit – IV

Human Resource Audit Report: HR Audit Report – purpose, Report Design – Preparation of report, Use of HR Audit report for business improvement. HR Audit for Legal Compliance and Safe Business Practices. Scope of Human Resource Audit, Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices

Unit – V

Human Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting.

Course Outcomes: The Student is able to

CO1 : gain a comprehensive knowledge of the HR Audit concepts, Methodology, Workforce Issues and HR Valuation.

CO2 : apply these concepts in the organizations for employee development and reporting.

Reference:

T. V. Rao HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage Publications 2014 / 2nd

NOTE TO THE PAPER SETTER:

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- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

333 - Human Resource Planning

Objectives:

1. To provide an exposure of theories, techniques and approaches to HR Planning.
2. To create a practical orientation towards the Emerging trends in the HR field.

Unit – I

INTRODUCTION: Concepts of Human resource planning (HRP) – objectives, and factors affecting HRP, significance. Macro level scenario of HRP – Process, benefits, problems and limitations of HRP, Planning job requirements and descriptions – Job Information, Job description, Job evaluation, Skills Analysis.

Unit – II

MANPOWER PLANNING - Anticipating Man power needs – Man power Inventory, Expected Loss and Extra needs, Existing post or new post to be created, demand and supply forecasting, career planning and succession planning, wastage analysis, retention, redeployment and exit strategies. Recruitment - Introduction to recruitment, nature and need of recruitment, workers' expectations, proactive recruitment and reactive recruitment, electronic recruitment, innovative recruitment sources - electronic resumes, career websites, international electronic recruitment, electronic web sources.

Unit – III

SELECTION PROCESS: Job analysis to man specification, Selecting sources of recruitment, Internal & External recruitment sources, interviewing, job descriptions, Review in the applications and resumes. Planning basic questions, competency-based questions, key competency category, competency-based lead-ins, generic competence questions, additional types of questions, probing questions, questioning techniques to avoid, Types of Interviews. Hiring Methods - Nature of hiring, Methods of hiring, External Hiring, meaning and definition of external recruitment, sources of external hiring. Performance Appraisal and Development.

Unit – IV

PRE-EMPLOYMENT TESTING - Testing advantages and disadvantages, test validation, testing categories, Computer based testing, background check policy, reference check, guidelines for releasing and obtaining Information Performance Tests - Mental ability, Group discussion, mechanical ability test, role plays, Personality assessment, assessment centres, personal interview, integrity testing, Drug testing, graphology.

Unit – V

REFERENCE CHECKING AND APPOINTMENT ORDERS: Meaning, definition and purpose; Verification of character, criminal antecedents, previous work behaviour and educational qualifications. Verification of community certificates in public sector companies.

Statutory requirements (under the shops and commercial establishments act), Contents of appointment letter, hardcopy (or softcopy), method of delivery and retrieving the acknowledgement copy, medical examination & acceptance of offer for joining.

Course Outcomes: The Student is able to

CO1 : explain the basic concepts and importance of Human Resource Planning.

CO2 : identify the importance of Career Planning.

CO3 : evaluate the need for improving the HR Information Systems.

References:

1. Stephen Robbins. Essentials of Organizational Behaviour. Pearson.
2. Dhamija, Hasan, Singh. Talent Management in India. Atlantic Publication.

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

334 - Labour Laws and Industrial Relations

Objectives:

1. Create awareness of existing labour laws
2. Expose the students to causes of Industrial disputes and settlement procedures.

Unit – I

Industrial Relations – concepts, Significance, trends in India. Trade Unionism – theory, policy, their influence on HRM, objectives and functions, structure, types, Indian trade union movement, their strength and weakness.

Unit – II

Industrial relations industrial disputes, causes, handling and settling disputes, employee grievances, steps in grievance handling, causes for poor industrial relations, remedies.

Unit – III

Concept, function and Importance, principles and forms of collective bargaining procedure conditions for effective bargaining. workers' participation in management, Role and methods of workers' participation – Joint Management Councils, Works Committees.

Unit – IV

Industrial Conflicts – Causes, Types, Consequences, Prevention, Settlement, Conciliation, Arbitration, Adjudication. Causes of Grievances & Disputes. Role IR Officer. Government Machinery for Industrial Relations.

Unit – V

Factories Act 1948 – the Workman's Compensation Act, 1923. the Employees State Insurance Act 1948. the Employees Provident Funds and Miscellaneous Provisions Act, 1952. The Payment of Wages Act, 1936. the Minimum Wages Act, 1948. the Industrial Disputes Act 1987. the Industrial Employment (standing orders) Act, 1946. the Trade Union Act, 1926 and latest legislations.

Course Outcomes: The Student is able to

CO1 : understand labour laws

CO2 : acquire skills for conflict resolution

References:

1. P.R.N. Sinha. Industrial Relations, Trade Unions and Labour Legislation. Pearson, 2017
2. The Industrial Relations Code - 2020. Commercial Law Publishers, 2021.

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

335 - Leadership Development

Objectives:

1. To introduce the concepts of Leadership, Communication and Motivation.
2. To enable the students to appreciate the nuances of Leader's Personality and its impact on building a strong Team.

Unit – I

Introduction to Leadership: Leadership - Definition, the nature of Leadership, Manager vs Leaders, Traits of good leaders and followers, Effective leadership behaviours, level of conceptualization Participative Leadership and Empowerment. Participative Nature, Normative decisions framework, Delegation, Motivation and Empowerment, Consequences of empowerment, Facilitating conditions for empowerment.

Unit – II

Transformational Leadership and Adaptive Leadership : Concepts of power and authority, Influence processes, Power types and sources, Power acquisition – Social exchange theory, Strategic contingency theory. Consequences of Position and Personal power, Influence tactics and its usage and effectiveness.

Leader as change and Transformation agent: Leading change – coaching and mentoring. Transactional, transformational, level five leaders and servant leadership. Charismatic Leadership

Early contingency theories of effective leadership: Contingency approaches - Fiedler's contingency model, Hersey and Blanchard's theory, Path goal theory and Blake and Mouton managerial grid.

Unit – III

Leadership in Teams and strategic Leadership in Organization : Nature of teams and determinants of team performance. Leadership in teams, procedures for facilitating team learning, Leadership training programs, Ethical leadership, gender and leadership, leadership in different cultures, managing diversity, Women Leadership

Unit – IV

Personality Traits : Personality And Leadership – Values, Attitudes, Charisma, Leader's Mind, Emotional Intelligence, Leading with Heart and Mind, Love and Fear, Moral Leadership, Courage, Building Followers, Empowerment, Motivation. Communication in Crisis.

Unit – V

Blue Ocean Shift : Red Ocean Strategy vs. Blue Ocean Strategy, Blue Ocean Strategy: Aligning Value, Profit and People in Pursuit of Differentiation and Low Cost. Vision,

Mission, Strategic Formulation, Shaping Culture and Values, Leading Change and Innovation.

Course Outcomes: The Student is able to

CO1 : identify the leadership qualities to run an organization successfully.

CO2 : understand the various behavioural concepts.

CO3 : develop the organisational structures for effective decision making.

CO6 : discuss team building resources of inspirational leaders in business.

References:

1. Peter G. Northouse. Leadership – Theory and Practice. SAGE, 2018.
2. Conger, Riggio. Practice of Leadership – Developing the Next Generation Leaders. Wiley.

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

336 - Counselling Skills for Managers

Objectives:

1. Aims to provide a comprehensive knowledge of the counselling concepts, counselling process, counselling skills.
2. Understand performance management and organizational change along with their Organizational applications.

Unit – I

Introduction to counselling – approaches – Psycho analytic approaches – behaviourist approaches – humanistic approach – Goals of counselling – role of counsellor – values in counselling.

Unit – II

The process of counseling – 5-D model of the counseling process – counseling procedure – referral procedure. – Guidelines for effective counseling – advanced skills in counseling – action strategies

Unit – III

Counselling skills – counselling relationship – Non verbal communication – verbal communication – listening barriers – counsellor's Qualities – core conditions of counselling – role conflicts in counselling – change behavior through counselling – general principal and techniques

Unit – IV

Organizational application – change management- Downsizing - managing diversity – mentoring – Team management / Conflict. Resolution crisis/ Trauma – consulting – upward feedback – the leaning organization – organizational development – Dealing with problem subordinates

Unit – V

Performance management – career counselling – performance counselling – pre disciplinary action – Grievance interview – alcoholism and other substance abuse – concepts of alcoholism – alcohol abuse and industry- the counsellors role – ethics in counselling – ethics principals

Course Outcomes: The Student is able to

CO1 : gain a comprehensive knowledge of all the essentials concepts of Counselling.

CO2 : apply the counselling concepts in the real-life organizational applications.

Reference:

Narayana Rao S. Counselling and Guidance. Tata McGraw Hill Publishing.

NOTE TO THE PAPER SETTER:

- | |
|---|
| <p>(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.</p> <p>(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.</p> |
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341 - System Analysis and Design

Objectives:

1. To introduce the concepts of System analysis and design
2. To focus on different components of System analysis and design.
3. To plan, design and develop such information systems.

Unit – I

System Analysis Fundamentals: Introduction to System, System Analysis and Design, Need for System Analysis and Design, Role of the System Analyst, System Development Strategies: SDLC, Structured Analysis Development Method, System Prototype Method.

Unit – II

Case Tools: Benefits of Computer-Assisted Tools, Categories of Automated Tools, Case Components Organizations as System: Interrelatedness and Interdependence of System, System Process, Boundaries, System Feedback, Managing Project

Unit – III

Review and Selection Fact-Finding Techniques: Interview, Questionnaire, Record Review, Observation Data Flow Diagram: Advantages, Notations, Rules, Levelling, Logical and Physical DFD. Data Dictionary: Importance, Data Elements, Describing Process Specification Structured Decisions: Decision Tree, Decision Tables, Structured English.

Unit – IV

The Essentials of Design Designing Effective Output: Objectives, Types of Output, Method, Factors to consider - Designing Effective Input: Objectives, Guideline for Form design, Screen and Web Forms, Designing User Interface: Objectives, Types of user interface, Designing Accurate Data – Entry Procedures: Objectives, Effective coding, Data-Entry Method, Ensuring data quality through input validation

Unit – V

Quality Assurance through Software Engineering - Design of Software, Software design and documentation: Structured Flowcharts, HIPO, Warnier / Orr Diagrams Managing Quality Assurance: Level of Assurance, Level of Test Implementation of Information System: Training Strategies, Conversion, Post Implementation Review - Case Studies - Financial Accounting System - Payroll System - Library System – Inventory System - Online Banking System - Railway Reservation system (Input, Output, DFD)

Course Outcomes: The Student is able to

CO1 : Comprehend the basic concepts of System Development.

CO2 : To prepare object-oriented Analysis, Design and System Implementation.

CO3 : Apply SAD principles in organizational context.

Reference:

Hoffer, J., Modern System Analysis and Design. Pearson.

NOTE TO THE PAPER SETTER:

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- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

342 - Database Management Systems

Objectives:

1. To introduce the concepts of Database Systems, Relational Models and Data Storage.
2. To provide insights into the various Hierarchical Models and the operation of Indexing and Hashing.

Unit – I

Introduction – Data Models, Database languages, Transaction, Storage management. Database administrator – Users, overall system structure, Entity – Relationship Model – Basic concepts, Mapping constraints, keys, E - R Diagram, Weak Entity Sets, reduction of E-R Diagram to tables.

Unit – II

Relational Model – structure, relational algebra, extended operations, Modifications on a Database, views. SQL – basic structure, set operations, aggregate functions. Nested Sub queries – derived relations, views.

Unit – III

Integrity constraints, Domain constraints, referential integrity, assertion, triggers, functional dependencies. relational database design, decomposition, normalization using functional, multivalued, Join dependencies. Domain – Key Normal form – alternative approaches.

Unit – IV

Object Oriented Data Model – Languages. Object Relational databases - Nested Relations. Complex types and object Orientation - Querying with complex types, creation of complex values and objects, comparison.

Unit – V

Database System Architectures- Centralized Systems, Client server systems, Distributed Systems. Parallel databases – introduction, inter query, intra query, intra-operation, interoperation parallelism. distributed databases –distributed data storage, network transparency, Query processing. Transaction model–Commit protocols, coordinator selection, concurrency control, deadlock handling. multi database systems.

Course Outcomes: The Student is able to

CO1 : develop the appropriate Database Models as per the needs of the organization.

CO2 : build the Network Models and map the network to the Files.

Reference:

Thomas Connolly, Database Systems: A practical approach to Design, Implementation and Management. Pearson.

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- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

343 - Data Mining and Data Warehousing

Objectives:

1. To introduce the concepts of Data Warehousing and Data Mining.
2. To focus on the technical aspects of Data warehousing and mining for effective decisions.

Unit – I

Data Warehousing Introduction – Definition. Architecture-Warehouse Schema Warehouse server-OLAP operations. Data Warehouse technology – Hardware and operating system, Data Mining – Definition. DM Techniques – current trends in data mining. Different forms of Knowledge – Data selection, cleaning, Integration, Transformation, Reduction and Enrichment. Data mining v/s Statistical Analysis, Tasks solved by Data Mining Methods

Unit – II

Data: Types of data, Data Quality, Data Pre-processing, Measures of similarity and dissimilarity. Exploration - Summary statistics, Visualization. Association rules- Introduction, Methods to discover association rule, Apriori algorithm Partition Algorithm. Data warehouse Architecture - Types, benefits, methods and approaches. Data Modelling - Data Analysis Techniques, Conceptual Modelling, Logical Modelling, Physical Modelling. Overview of Modelling Techniques, Dimensional Modelling, Facts, dimensions, Hierarchies, Aggregates, Measures, Cubes, Star Schema, Snowflake Schema.

Unit – III

AR Algorithms: Pincher search algorithm – Dynamic Item set algorithm – FP Tree growth algorithm. Classification: Decision Tree classification, Bayesian Classification, Classification by Back Propagation.

Unit – IV

Clustering: Introduction, Clustering Paradigms, Partitioning Algorithms. K means & K Mediod algorithms, CLARA, CLARANS, Hierarchical clustering, DBSCAN, BIRCH, Categorical Clustering algorithms, STIRR, ROCK, CACTUS.

Unit – V

Introduction to machine learning – Supervised learning, Unsupervised learning. Machine learning and data mining - Introduction –Web content mining – Web structure mining –Web usage mining –Text mining –Text clustering, Temporal mining -Spatial mining, Visual data mining – Knowledge mining. Various tools and techniques for implementation using weka, RapidMiner and Matlab.

Course Outcomes: The Student is able to

CO1 : Organize raw data to make it suitable for various data mining algorithms.

CO2 : Measure interesting patterns from different kinds of databases.

CO3 : Apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data.

Reference:

Acharya, Chellappan. Big Data and Analytics. Wiley.

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344 - Logistics Management

Objectives:

1. To introduce the concepts of Logistics, Marketing interface, customer service and Competitive Strategy.
2. To focus on the Application of Optimization models for building an efficient and integrated Supply chain and its maintenance

Unit – I

Logistics – The Logistics of Business, The Logistical Value Proposition, The Work of Logistics, Logistical Operating Arrangements, Flexible Structure. Customer Accommodation – Customer Focused Marketing, Customer Services, Customer Satisfaction, Customer Success, Forecasting. Supply Chain Process.

Unit – II

Procurement and Manufacturing – The Quality Imperative-Procurement, Manufacturing, Logistical Interfaces, Lead Time, Pipe Line Management, Information Technology Framework – Information System Functionality, Comprehensive Information System Integration, Communication Technology, Rationale for ERP Implementation, ERP System Design.

Unit – III

Inventory – Inventory Functionality and Definitions, Inventory Carrying Cost, Planning Inventory, Managing Uncertainty, Inventory Management Policies, Inventory Management Practices. Transportation – Transport Functionality, Principles and Participants, Transportation Service, Transportation Economics and Pricing, Transport Administration, Documentation.

Unit – IV

Warehousing – Strategic Warehousing, Warehousing Operations, Warehousing Ownership, Arrangements, Warehouse Decisions. Packaging And Materials Handling – Packaging Perspectives, Packaging for Materials, Handling Efficiency, Materials Handling.

Unit – V

Operational Integration – Value created by Integration, Systems Concept and Analysis, Logistical Integration. Objectives, Enterprise Integration. Network Integration – Enterprise Facility, Network. Warehouse Requirements, Total Cost Integration, Formulating Logistical Strategy. Relationship Development and Management – Development and Management of Internal Logistics Relationships.

Course Outcomes: The Student is able to

CO1 : Get knowledge regarding basic concepts of Logistics and Supply Chain.

CO2 : Analyse different logistics strategies to get competitive advantage.

CO3 : Assess the profitability by measuring the logistics performance and maintaining supply chain relationships.

References:

1. Ganapathi, Nandi. Logistics Management. Oxford University Press.
2. Bowersox, Closs & Cooper. Supply Chain Logistics Management. McGraw Hill.

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(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

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345 - Data Analytics with R (Online)

Objectives:

1. To introduce the concepts of Software Engineering, System Design and Maintenance.
2. To focus on Planning , Cost Estimation and Quality aspects of System Implementation with R.

Unit – I

Introduction to R – Installing R and R-Studio, downloading additional packages in R, using the R-Studio interface. Importing data into R – text files, Excel, from other statistical software packages, from databases, and from the web, viewing data. Arithmetic with R, Variable assignment, basic data types in R. Vectors, Matrices, Data frames and Lists. Categorical data – factors, discretizing variables.

Unit – II

Data Preparation – Exploring raw data, basic data visualization through graphs, cleaning data, preparing data for analysis – missing and special values, outliers and obvious values. The dplyr package and the tbl class, Selecting and mutating data – joining data with dplyr, filtering and arranging data, Filtering based on factors, Summarizing data and the pipe operator, and working with databases.

Unit – III

Data Visualization – Frequency tables and Cross-tabulation. Introduction to base graphics in R, different plot types, adding details to plots, managing visual complexity, creating plot arrays. plot customization, other graphics systems in R. The ggplot2 package, Grammar of Graphics, aesthetics, geometries, the qplot() function, statistics in graphs.

Unit – IV

Data Exploration – Exploring categorical data, exploring numerical data, Descriptive Statistics – measures of central tendency and variability. Exploratory Data Analysis using graphs.

Unit – V

Statistical Analysis – Testing of Hypothesis – t-test, Chi-Square test, ANOVA, Correlation. Simple Linear Regression, multiple regression – assumption checking, model estimation and validation.

Course Outcomes: The Student is able to

CO1 : outline the issues and challenges faced while managing data.

CO2 : do the Project Scheduling, tracking, Risk analysis and Quality management.

CO3 : do Statistical Analysis using R

References:

1. Andy Field, Discovering Statistics Using R. SAGE
2. Kiran Pandya, Statistical Analysis in Simple Steps using R. SAGE

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346 - Distributed Computing Systems (Online)

Objectives:

1. To introduce the concepts of Data communication, Network Protocols and Transmission.
2. To focus on technical aspects of ISDN, OSI preference Model and Digital Data Transmission.

Unit – I

Basics concepts: Computer architecture: CICS, RISC, Multi-core. Computer networking - ISO/OSI Model. Evolution of operating systems. Introduction to distributed computing systems (DCS)

Unit – II

DCS design goals, Transparencies, Fundamental issues. Distributed Coordination: Temporal ordering of events, Lamport's logical clocks, Vector clocks; Ordering of messages, Physical clocks, Global state detection

Unit – III

Process synchronization: Distributed mutual exclusion algorithms, Performance matrix.

Unit – IV

Inter-process communication Message passing communication, Remote procedure call, Transaction communication; Group communication; Broadcast atomic protocols

Unit – V

Deadlocks in distributed systems, Load scheduling and balancing techniques, Distributed database system. Case studies

Course Outcomes: The Student is able to

CO1 : comprehend the concepts of Data communication, Network Protocols and Data Transmission.

CO2 : build the Data Networks that would facilitate Distributed computing.

Reference:

Distributed Systems Concepts and Design, G. Coulouris, J. Dollimore, Pearson.

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

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351 - Personal Discovery through Entrepreneurship

Objectives:

1. This course aims to enable the student to identify his strengths and limitations.
2. To provide the necessary skills to evaluate appropriate business opportunities.
3. To choose the best business model to ensure Entrepreneurial success.

Unit – I

Personal Discovery – Match a student’s problem-solving interests with their personal capabilities and fundamental core values. Personal Values, Arenas of Excellence, Team Building, Defining Purpose, Developing a Mission Statement.

Unit – II

Solution Discovery I (Problem Identification) – Develop the ability to Identify and Solve problems based on an understanding of the opportunity space, new or recombined technologies, and empathy with people and their challenges. Ideation and Impact, User Insights, Concept Design, Validation.

Unit – III

Solution Discovery II (Solution Design) – Design new products and services and understanding when to apply Low, Medium, and High Fidelity prototyping concepts when testing solutions. Product Line Strategy, Prototyping, Validation.

Unit – IV

Business Model Discovery – Understand how to commercialize innovations to create sustainable companies. Industry Analysis, Types of Business Models, Building Revenue Models, Designing Operating Models, Defining Customer Decision Journey, Validation.

Unit – V

Discovery Integration – Achieve a balance between business and societal goals and communicate the vision about the plan. Determining Company Impact, Value Creation, Story Telling, Pitching to Stakeholders.

Course Outcomes: The Student is able to

CO1 : Identify strengths and to search for the most suitable business opportunities.

CO2 : Logically proceed through the stages of Problem Identification, Solution Design, Business model decisions and integration to become a successful Entrepreneur.

Reference:

Meyer and Lee (2020), Personal Discovery through Entrepreneurship, The Institute for Enterprise Growth, LLC. Boston, MA., USA

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

352 - Creativity, Innovation and Entrepreneurship

Objectives:

1. To understand the creativity and innovations management aspects in an enterprise.
2. To impart Creative problem solving, Creative intelligence and Innovation Management.

Unit – I

The Creativity Phenomenon: Creative Cerebration, Creative Personality and Motivation, Creative Environment, Creative Technology, Creativity Training. Puzzles of Creativity. Spiritual and social roots of creativity. Essence, Elaborative and Expressive Creativities. Quality of Creativity, Existential, Entrepreneurial and Empowerment Creativities. Criteria for evaluating Creativity- Credible Evaluation. Improving the quality of our creativity.

Unit – II

Mastering Creative Problem Solving: Structuring of ill-defined problems, Creative Problem solving. Models of Creative problem solving. Mechanisms of Divergent thinking, Useful mechanisms of convergent thinking, Techniques of Creativity Problem solving

Unit – III

Creative Intelligence: Creative Intelligence abilities - model of Creative Intelligence, Convergent thinking ability, Traits Congenial to creativity, Creative Personality and forms of creativity. Motivation and Creativity- Blocks to creativity, fears and Disabilities. Strategies for Unblocking, Energy for creativity, Designing Creative Environment.

Unit – IV

Innovation Management: Concept of Innovation, Levels of Innovation, Incremental Vs Radical Innovation. Inbound and Outbound Ideation, Open and Other Innovative Ideation Methods. Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

Unit – V

Micro and Macro Perspectives of Innovation: Systems Approach to Innovation. Innovation in the context of Emerging Economies. Organizational factors affecting innovation. Leadership and Innovations- Open Innovation, Innovation Framework, Innovations developed by Open Technology Communities.

Course Outcomes: The Student is able to

CO1 : Comprehend the concepts associated with Creativity

CO2 : Acquire the skills for Creative problem solving.

CO3 : Understand the idea of Creative Intelligence and Innovation

CO4 : Apply Creativity and Innovation ideas in Organizational context.

References:

1. Maital, Seshadri. Innovation Management, Strategies, Concepts and texts for Growth and Profit. SAGE.
2. David Robertson. The Power of Little Ideas, HBR Press.

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
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353 - Startups Management

Objectives:

1. To understand New venture creation opportunities, Startup Capital requirements and legal formalities.
2. To Manage the Venture through the stages of Introduction, Growth, Harvest and Decline.

Unit – I

Startups opportunities – The New Industrial Revolution, The Big Idea, Generate Ideas with Brainstorming, Business Startups, Ideation, Venture Choices, The Rise of Startups Economy, The Six Forces of Change, The Startups Equation, The Entrepreneurial Ecosystem, Entrepreneurship in India. Government Initiatives.

Unit – II

Startups Capital Requirements and Legal Environment – Identifying Startups Capital Resource requirements, estimating Startups cash requirements, Develop financial assumptions, Constructing a Process Map, Positioning the venture in the value chain, Launch strategy to reduce risks, Startups financing metrics, The Legal Environment, Approval for New Ventures, Taxes or duties payable for new ventures.

Unit – III

Startups Financial Issues – Feasibility Analysis, The cost and process of raising capital, Unique funding issues of a high-tech ventures, Funding with Equity, Financing with Debt, Funding startups with bootstrapping, crowd funding, strategic alliances.

Unit – IV

Startups Survival and Growth – Stages of growth in a new venture, Growing with the market, Growing within the industry, Venture life patterns, Reasons for new venture failures, Scaling Ventures, preparing for change, Leadership succession. Support for growth and sustainability of the venture.

Unit – V

Planning for Harvest and Exit – Dealing with Failure, Bankruptcy, Exit Strategies, Selling the business, Cashing out but staying in, being acquired, Going Public (IPO), Liquidation.

Course Outcomes: The Student is able to

CO1 : acquire the skills needed for identifying the right business opportunities and initiating the process of establishing the new Venture.

CO2 : gain the necessary managerial competencies for leading the Venture through its stages of Growth, Maturity and Decline.

References:

1. Mahoney, Markham. Management Consultancy, Oxford University Press.
2. Rajeev Roy, Entrepreneurship, Oxford University Press.

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- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
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354 - Private Equity and Venture Capital (Online)

Objectives:

1. To understand the evolution of venture capital financing over the years.
2. To identify various legal structures of venture capital firms.
3. To evaluate potential business ideas and prepare a successful business plan.
4. To understand different stages of business life cycles.
5. To know how venture capitalists exit from the business.

Unit – I

Introduction to Private Equity – Concept of PE and its characteristics, Definition, Difference between PE, VC and Hedge Funds, Nature of PE Firm, Players in the PE market, benefits of PE finance, Venture Capital, Over view to Venture Capital, definition, features, types, roles.

Unit – II

Legal Structure - PE Fund, Legal structure and terms, Private equity investments and financing, Private equity funds and private equity firms, Investment features and considerations.

Unit – III

Valuation Approaches – Structure and regulation of Venture Capital and Private Equity, Business Cycle of PE, Structure of VCPE firms, Limited liability partnerships, Routes of VCPE investments in India, Regulatory aspects of VCPE investments, Valuation approaches, risk and return, analysis of funds, conventional method, revenue multiplier method.

Unit – IV

Strategies adopted during the Business Life Cycles – Strategies of PE, leverage Buyout, growth capital, mezzanine capital, distressed debt, other Strategies. Size, performance and economic environment of PE global context. PEPI and Fund Indices, PE in India an overview, Due Diligence, Procedure and challenges, Due diligence in emerging PE Market, investing in developing market, past performance and strategy.

Unit – V

Exit Strategy – Modes of Exits in Indian Context and Challenges involved, IPO, Promoter Buyback, Sale to other PE Funds, Sale to other strategic Investors, Stake Swaps, M&As, open market, Secondary Market, Buyback of shares

Course Outcomes: The Student is able to

CO1 : comprehend the concept of Private Equity, Venture Capital and the Legal framework related to the PE/Venture Capital funds.

CO2 : gain the professional competence to formulate appropriate Strategies for PE/Venture capital Funds.

CO3 : devise exit strategies.

Reference:

Raj Kumar. Venture Capital Investments. SAGE.

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

355 - Family Business Management

Objectives:

1. To understand the importance of family-owned businesses.
2. To identify the needs of Family Business Owners.
3. To protect family wealth and prepare succession plans.

Unit – I

Introduction to Family Business – Family Business as a unique synthesis, wealth management, Succession and Continuity – The three generation rule, Building Family business that last, The systems theory model of Family Business, Agency Theory of Family business, The stewardship perspective of family business, Competitive Challenges and Competitive advantages of family businesses, The role of Genograms and family messages to understand the family system. Family emotional intelligence, The ECI-U Model.

Unit – II

Ownership Challenges and Family Governance – Shareholder Priorities, Managers vs Owners, Responsibilities of shareholders to the company, Effective Governance of the shareholder, firm relationship, Family Governance – Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability – Twelve elements of strategic fit and its implications on family firms.

Unit – III

Successor Development – Characteristics of next-generation leaders, Next-generation attributes interests and abilities for responsible leadership, Next-generation personalities, managing interdependence, CEO as an architect of succession and continuity, Types of CEOs and the transfer of power. Importance and functions of family office.

Unit – IV

Strategic Planning and Transgenerational Entrepreneurship – Life cycle stages influencing family business strategy, Turning core competencies into competitive advantage, The unique vision of family-controlled businesses, Strategic regeneration, The Business Rejuvenation matrix, Intrapreneurship.

Unit – V

The Future of Family Business – New Leaders of the Evolution, Three states of evolution Continuity and culture, changing the culture, The change formula, Organization Development approaches to change, Commitment planning, Organic competencies and business's future, Thriving through competition, Institutionalizing the change.

Course Outcomes: The Student is able to

CO1 : comprehend all the concepts related to the Family Business organization including Family Governance, Successor Development and Strategic Planning.

CO2 : apply these concepts in building the competitive strength of the Family business units.

CO3 : manage Family Wealth.

References:

1. Rajiv G. Agarwal, Family Business Management. SAGE
2. Baron, Lachenauer. Family Business Handbook – How to build and sustain a successful, enduring enterprise.

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

356 - Women Entrepreneurs

Objectives:

1. Understand the role of women entrepreneurship in different facets of society.
2. Know the various livelihood supports for women Employment opportunities.
- 3: Elucidate the role of various developmental schemes supporting women entrepreneurship.

Unit – I

Women Entrepreneurship, Significance of women entrepreneurship, Factors contributing to women Entrepreneurship, Characteristics, Challenges faced by Women Entrepreneurs

Unit – II

Growth of women Entrepreneurship, Entrepreneurship in Sectors like Agriculture, Tourism, Health care, Transport and allied services, Relationship between Entrepreneurship and empowerment, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneur.

Unit – III

Women Employment Opportunities, Livelihood support for women Employment, Supporting agencies, Income Generating Programme, IRDP, Rural Credit & women's Self-help Groups, Skill Development and Technology Transfer, Technologies for Women, Impact on Women's Development Programs and policy measures at International, National and State Levels.

Unit – IV

Strategies of Women Entrepreneurship Development, EDP, Objectives, Evolution of women entrepreneur development programme, Special Women and EDPs, Micro Enterprises and Self-employment, Opportunities.

Unit – V

Trends and Patterns of Women Entrepreneurship, Non-Stereotyping Women, Institution and Schemes supporting Women Entrepreneurs – SIDO, DIC, EDI, NIESBUD, /SEWA, ALEAP - Institutional infrastructure.

Course Outcomes: The Student is able to

CO1 : comprehend the Role of Women entrepreneurs in the different facets of society and the Livelihood opportunities for women employment.

CO2 : gain practical insights into the various Government Schemes available for promoting Women Entrepreneurs.

CO3 : understand the prospects and challenges of women entrepreneurs.

Reference:

Hisrich, Robert D., Michael Peters and Dean Shepherd Entrepreneurship, Tata McGraw Hill

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Semester - IV

401 - Digital Business Models

Objectives:

1. This course aims to provide an overview of the business opportunities created by Digital Technologies.
2. To understand risks of Digital Business models, impact on Jobs and Employee relations.
3. To explore the options for Platforms, Digital design and Customer Satisfaction.

Unit – I

Digital Technologies, Digital disruptions, organisations' functioning in Digital age, common traps, Transition into Digital era. Aligning firms' strategy and culture, Digital Matrix Framework, Transformation phases to re-invent. Micro economic policies in Digital business. Game Theory.

Unit – II

Areas to digitalise, Biggest pay out or risk, current business model or invent in new digital business. First mover advantage, Risk of late to move, effect of digital attracters. Network and scale effects. Own Vs shared platforms. SaaS – software as a service. Digital, Physical, and Physital options.

Unit – III

Digital business – Effect on jobs, employment, freelancing, fixed or flexible times and days, office work, remote work, non-employment work arrangements, labour automation with AI and Robotics. Reskilling. Employment quality, need to review rights and obligations related to employment relationships. Safety net for employees affected by Digitalisation.

Unit – IV

Platforms – Role of CIO,CTO, Hosting on cloud – Life and shift, IaaS - Infrastructure as a Service, PaaS - Platform as a Service, and FaaS – Function as a Service. Cloud by domain – Supply chain, commercial, and Enterprise. Selection of technology, sourcing, Migration, Migration of existing application. Economic feasibility, and risks. Cloud security, zero-trust applications.. Shift of IT Projects to products, Integration with Business. Benefits & rights of platforms. Parent and host country regulations, and restrictions.

Unit – V

Customer preferences, customer centric, Digital Marketing – aligned to firm's culture and products. Design thinking, value innovation, blue ocean thinking, strategy canvas, four action frameworks. Minimum viable product, product life cycle, portfolio of products for digital

customers. Business model, revenue model, lean and agile business model. Supply chain, social media management.

Course Outcomes: The Student is able to

CO1 : comprehend the concepts associated with Digital Business Models.

CO2 : understand Digital Tech platforms as well as their impact on Employment.

CO3 : apply these concepts in building successful Digital Business Models.

References:

1. Digital Business and E-Commerce Management. Chaffey, Hemphill. Pearson 2019
2. *The Digital Mindset: What It Really Takes to Thrive in the Age of Data, Algorithms, and AI* (Harvard Business Review Press, May 2022), Tsedal Neeley & Paul Leonardi.
3. Digital Age with Data. Suman Guha. Notion Press; 1st edition (1 May 2022)
4. DIGITAL LEAPFROGS: How technology is reshaping consumer markets in India. Vijay Mahajan. HarperCollins India (7 April 2022)

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

402 - Strategic Management

Objectives:

1. To understand basic issues and concepts related to strategic management.
2. To help students devise strategies for competitive advantage.

Unit – I

Nature of Strategic Management, Dimensions, benefits and risks. The strategic management process. Strategy formulation. Business vision and mission, Importance, Characteristics and components. Evaluating mission statements.

Unit – II

The External Assessment, Porter's five force analysis. Industry and competitive analysis. The Global Environment, competitive strategies for firms in global markets. The Internal Assessment: SWOT Analysis, BCG, McKinsey's 7s frame work, strategy and culture. Value Chain Analysis. Resource based view of the firm. Benchmarking.

Unit – III

Strategies in Action: The balanced scorecard, types of strategies, Integrative, Intensive, Diversification strategies, defensive strategies, Porter's Generic Strategies. Strategy analysis and choice: Business level strategies. Cost leadership, Differentiation, Speed and market focus. Multi business strategy: BCG matrix, GE Nine Cell matrix. Limitations of portfolio approaches. The Parenting framework.

Unit – IV

Strategy Implementation: Short term objectives, functional tactics. Empowering Operating personnel, Allocation of recourses, managing resource conflict. Structure and strategy: Improving effectiveness of traditional organisational structures. Creating Agile Virtual Organisations, Modular organisation. Towards boundary less structures.

Unit – V

Leadership and culture: Strategic intent, Shaping organisational culture. Role of leader in organisational culture. Strategy evaluation, Strategy evaluation process. Corporate Governance.

Course Outcomes: The Student is able to

CO1 : Develop vision, mission and objectives of the organization.

CO2 :Analyse industry and develop techniques of competitive analysis.

CO3: Appraise strategic leadership styles and actions.

CO4: Formulate effective strategies in business.

CO5: Develop a frame work for the implementation of strategies in business.

References:

1. Hill, Jones. Strategic Management – An Integrated Approach. Cengage.
2. HBR's 10 Must Reads on Strategy, 2020
3. Henry. Understanding Strategic Management. OUP
4. Frynas, Mellahi. Global Strategic Management. OUP
5. Lynch. Strategic Management. SAGE 2021
6. Wheelen, Hunger, Concepts in Strategic Management and Business Policy, Pearson 2018

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

403 - Business Laws

Objectives:

1. To introduce the statutory provisions that affect the business decisions.
2. To give an exposure to important commercial laws, to understand the legal implications of a modern business organisation.
3. To understand the legal regulations related to the companies.

Unit – I

Contract Act: Offer and Acceptance, Consideration and Capacity of the Parties, Free Consent, Indemnity and Guarantee, Bailment and Agency. The Negotiable Instruments Act: Definition, Types of Negotiable Instruments, Negotiation, Endorsement and Crossing of Cheque, Dishonour of Cheques, Parties to Negotiable Instruments.

Unit – II

Contract of Sale of Goods: Sale, and Agreement to Sale, Conditions and Warranties, Performance of Contract of Sale, Unpaid Seller and his Rights, Caveat Emptor, Partnership Act, and Limited Liability Act.

Unit – III

Concept of Company and its Characteristics. Formation of a company. Memorandum and Articles of Association. Board of Directors, Role, Functions. Arbitration.

Unit – IV

Social Responsibility of Business. Consumer Protection Act, Consumer Councils, Redressals. Right to Information Act.

Unit – V

Meeting of Directors and Shareholders. Winding up and Dissolution of a company. Ethics, and Morals, Ethical Practices.

Course Outcomes: The Student is able to

CO1 : Analyze the Indian Contract Act.

CO2 : Evaluate Sales of Goods Act and the machinery for redressal of consumer grievances.

CO3: Elaborate rights and duties of agent and principal.

CO4: Examine the rights and duties of partners, dissolution of partnership firm.

CO5: Explain the kinds of Negotiable Instruments and Goods and Services Act.

CO6: Evaluate the global issues with respect to business ethics.

References:

1. Marson, Ferris. Business Law. OUP
2. Albuquerque. Legal Aspects of Business, OUP

3. Banerjee. Legal Aspects of Business, SAGE
4. Ravinder Kumar. Legal Aspects of Business. Cengage

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(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

404 - Organisation Development

Objectives:

1. To understand the forces that stimulate change
2. To understand the necessity, resistance and strategies for change.
3. To enable the skills for the application of OD in organizations.

Unit – I

General Introduction to OD – Overview of the field of OD, Definitions of OD, A short history of OD and its evolution, Growth and relevance of OD, characteristics of OD, Values, assumptions, and beliefs in OD. Ethical Issues in OD.

Unit – II

Foundations of OD – Models and Theories of planned Change – (a) Lewin’s Change Model (b) Burke – Litwin Model (c) General Model of planned Change, systems theory, participation and Empowerment. Teams and Team work, parallel learning Structures – A ‘normative-reductive’ strategy of changing, Applied behavioral Science, Action Research as a process and as an approach.

Unit – III

Managing the OD process – Diagnosis – The six-box Model – The action component – OD interventions and their nature – An overview of classification of OD interventions – Planning, choosing, and implementing of an intervention strategy. Evaluation and institutionalizing OD interventions – The program management component – Conditions for optimal success of OD – Issues in Consultations – Client Relationship.

Unit – IV

Human Process Interventions – Human Process approaches – T-groups, Process-consultation, Third party intervention, Team Interventions, Techniques and exercises used in Team interventions. Role Analysis Technique, Role Negotiation Technique, Responsibility Changing, Force Field Analysis. Broad Team Building interventions. Organizational Process approaches – Organization Confrontation, Inter-Group Relations interventions, Grid OD. Training Experiences.

Unit – V

Techno-Structural and Strategic Interventions – Techno-structural interventions: Structural design – (i) Restructuring Organizations, Downsizing, Reengineering (ii) Employee involvement: Quality Circles, Total Quality Management (iii) Work Design: R. Engineering approach, System approach. Strategic Interventions: Organizational Transformation and its Characteristics, Cultural change, Self – designing organizations, organizational Learning.

Course Outcomes: The Student is able to

CO1 : apply the Diagnostic processes for OD.

CO2 : facilitate Team interventions and Structural interventions.

CO3 : contribute towards the Other Interventions that lead to Organization Development.

References:

1. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, “Organization Development”, 2017, Pearson Education.
2. Haldar. Leadership and Team Building, OUP
3. Anderson. Organisational Development, SAGE

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

411 - Marketing of Services

Objectives:

1. To differentiate between product and service businesses
2. To equip for a career in marketing in the service industry.

Unit – I

Marketing of Services, Introduction, Growth of the Service Sector, The Concept of Service, Characteristics of Services, Classification of Services, Designing the Service Blueprint, Using Technology, Developing Human Resources, Building Service Aspirations.

Unit – II

Marketing mix in services marketing, The Seven Ps, Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services, Additional Dimensions in Services Marketing, People, Physical Evidence and Process, Internet, and Social Media as a service channel.

Unit – III

Strategic Marketing Management for Services, Matching Demand and Supply through Capacity Planning and Segmentation, Internal Marketing of a Service, External versus Internal Orientation of Service Strategy.

Unit – IV

Delivering Quality Services, Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gaps in Service. Quality Standards, Factors and Solutions, The Service Performance Gap Key Factors and Strategies for Closing the Gap. Developing Appropriate and Effective Communication about Service Quality. Measuring Customer Satisfaction, Customer Feedback.

Unit – V

Marketing of Services with special reference to Financial Services, Health Services, Hospitality Services including Travel, Hotels and Tourism, Professional Services, Public Utility Services, Communication Services, Educational Services.

Course Outcomes: The Student is able to

- CO1 : Analyse the basic concepts of services marketing.
- CO2 : Understand customer needs and expectations.
- CO3 : Develop market segmentation process in services marketing.
- CO4 : Discuss the pricing strategies of services marketing.
- CO5 : Importance of marketing communication in services promotion.

References:

1. Zeithaml, Bitner, Gremler, Pandit. Services Marketing. 2018, McGraw Hill
2. Jauhari, Dutta. Services Marketing. OUP

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- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

412 - Industrial Marketing

Objectives:

1. To help the learner distinguish between consumer marketing and industrial marketing
2. To learn to formulate industrial marketing strategies and to design industrial marketing mix elements

Unit – I

Introduction to Industrial Markets - Industrial Marketing System, Concepts and Characteristics. Types of Industrial Markets, Industrial Buyer Behaviour. Consumer Marketing Vs. Industrial Marketing.

Unit – II

Strategic Industrial Marketing - Marketing Information Systems and Marketing Research, B2B Commerce. Value, and Vendor Analysis.

Unit – III

Classification of Industrial Products and Services - New Product Development and Introduction, Industrial Product Management, Pricing Decisions in Industrial Markets.

Unit – IV

Formulating Channel Strategies and Physical Distribution decisions – Channel Management - Promotional Strategies for Industrial Goods/ Services. Personal Selling

Unit – V

Developing Marketing Strategies and Programs for Industrial Goods / Services. Formulating channel strategy , Channel Conflicts, Logistics. Pricing strategy, Promotional strategy, Industrial Advertising, Exhibitions, Brochures, Marketing in Social Media. Sales force automation.

Course Outcomes: The Student is able to

CO1 : Outline fundamentals of Industrial Marketing.

CO2 : Identify the general strategies for Industrial Marketing.

CO3 : Market industrial products using social media.

References:

1. Hawaldar, K. Krishna, INDUSTRIAL MARKETING, TATA McGraw-Hill Publishing Company Limited, New Delhi. 2008
2. Milind T. Phadtare, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New delhi,2008
3. Michael D Haultt and Thomas W Speh, INDUSTRIAL MARKETING MANAGEMENT, The Dyden Press.

4. Peter M. Chisnall, STRATEGIC INDUSTRIAL MARKETING; Prentice-Hall International
5. Robert R. Reeder, Briety & Betty H. reeder, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New delhi,2008

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

413 - International Marketing

Objectives:

1. To gain knowledge of marketing management in the international scenario.
2. Appreciate the nuances of international marketing environment and develop marketing strategies for the dynamic global markets.

Unit – I

The international marketing environment, Political and legal systems, Multilateral and Geographical Groupings, International Marketing Environment, Cultural, political, Legal. Business Customs, Economic and Financial dimensions.

Unit – II

Understanding the global consumer market, Scope and challenges of international marketing, Assessing international market opportunities, Marketing Research. Export and Import Policies. Incentives for Exports. Trade Barriers.

Unit – III

International marketing management, Planning and organization, Market entry strategies, Export, joint ventures and direct investments.

Unit – IV

Global product management, standardization vs. Differentiation, Product planning and development, Marketing industrial products and services globally, Pricing for international markets.

Unit – V

Global logistics management, International distribution systems, Global advertising and promotional strategies, Sales management, Developing marketing strategies and programs for international markets. Export & Import Procedures, and Documentation.

Course Outcomes: The Student is able to

CO1 : gain a conceptual understanding of International Marketing.

CO2 : develop Marketing Strategies for Global markets.

References:

1. Cateora, Money, Gilly, Graham. International Marketing. McGraw Hill, 2019
2. Joshi. International Marketing, OUP

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(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five

questions (one question from each unit) will be answered by the students.
(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

414 - Retail Management

Objectives:

1. This course is designed to provide the learner a good understanding of the concepts, strategies, and trends associated with the retail operations.
2. To help the learner to explore the current retail environment, key retail management strategies, and trends in retailing.

Unit – I

An overview of Retailing - Types of stores, Product Retailing vs. Service Retailing, Non store Retailing, Retail strategy, Achieving competitive advantage and positioning Retailing environment, Legal, Social, Economic, Technological issues. Trends in the Indian Retailing Industry.

Unit – II

Retail store location and layout - Country/Region analysis, Trade area analysis, Site evaluation and selection, Store design and layout, Comprehensive store planning, Exterior design and layout, Interior store design and layout, Interior design elements.

Unit – III

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation, Assortment planning, buying and vendor relations. Merchandise pricing – Price strategies, Psychological pricing, Mark-up and markdown strategies.

Unit – IV

Communicating with the retail customer - Retail promotion mix, Advertising, Sales promotion, Publicity, Retail selling process, Retail database, In-store customer service. Customer Experience Management.

Unit – V

Globalization and changing retail formats – Online retailing, International Retailing, Impact of Global Brands. Opportunities and Challenges - Market entry formulas, New customized formats, customized stores, portable stores, merchandise depots, retail theatre, service malls, customer-made stores, interactive kiosk 'shopping arcades. Franchising. Ethics

Course Outcomes: The Student is able to

- CO1 : Outline fundamentals of Retailing.
- CO2 : Formulate location and layout strategies of retailing.
- CO3 : Analyse various pricing strategies.
- CO4 : Design and develop franchising models.

References:

1. Prashant Chaudhary. Retail Marketing in the Modern Age. SAGE
2. Sinha, Uniyal. Managing Retailing, OUP
3. Bajaj, Tuli, Srivastava. Retail Management, OUP

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- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

415 - Supply Chain Management

Objectives:

1. Acquaint the students with supply chain management system elements, structure, organisation and process.
2. To understand the role of supply chain and logistics in corporate strategy.

Unit – I

Physical distribution: Participation in the physical distribution functions, The environment of physical distribution, Channel design strategies and structures, selecting channel members, Setting distribution objectives and tasks. Target markets and channel design strategies.

Unit – II

Managing the marketing channel - Product, Pricing and Promotion issues in channel Management and Physical Distribution. Motivating channel members, Evaluating channel member performance, Vertical marketing systems, Retail co-operatives, Franchise systems and corporate marketing systems.

Unit – III

Supply Chain: Building Blocks of a Supply Chain Network. Performance Measures in Supply Chain World, Models for Supply Chain Decision Making.

Unit – IV

Supply Chain Inventory Management: Economic Order Quantity Models, Recorder Point Models, Multichannel Inventory systems, Supply chain Facilities Layout, Capacity Planning, Inventory optimization, Dynamic Routing and Scheduling.

Unit – V

Relation to ERP: E-procurement, E-Logistics, Internet Auctions, E-markets, Electronic Business Process, Optimization SCM. Managing International Supply Chain.

Course Outcomes: The Student is able to

CO1 : Get knowledge regarding basic concepts of Distribution and Supply Chain.

CO2 :Analyse different logistics strategies to get competitive advantage.

CO3: Assess the profitability by measuring the logistics performance and maintaining supply chain relationships.

References:

1. Sunil Chopra, Meindl & Kalra. SUPPLY CHAIN MANAGEMENT, Pearson
2. Harvard Business Review. Managing Supply Chains. HBR Press
3. Baisya. Integrated Supply Chain and Logistics Management. SAGE
4. Prashant Chaudhary. Retail Marketing in the Modern Age. SAGE

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- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

416 - Sales Management

Objectives:

1. To understand and apply concepts and techniques of Personal Selling and Sales Management.
2. To understand and apply the dynamics of channel management and sales force management.

Unit – I

Selling and Marketing concept – theories of selling. Classification of sales people – Characteristics of sales people. Personal selling - Selling Process. Prospecting: Steps – Pre approach: Objectives, Sources – The Approach: objectives, methods. The presentation: strategies, developing, situational selling. Handling objections: Attitude, strategy, Methods, Types of objections, Specific situations. Closing – tactics, methods, follow up.

Unit – II

Sales organization: Types sales potential – Determining the sales force profile. Product market analysis – Determining the sales force size. Territory management: Accounts and sales potential salesperson workload, designing territories, reasons and procedures and assigning to sales persons, routing, time management.

Unit – III

Sales force management: Recruitment and Selection: Job analysis, Manpower Planning, Job specification and Job description, sources of sales recruits, Problems in screening and selecting the applicants. Sales targets: Quantitative & Qualitative methods. Planning sales force training methods, content, execution, training the dealer salespersons and evaluating the training programmes. Leadership and supervision. Compensation: Objectives, remuneration methods, incentives. Motivating the sales force – Sales meetings and Sales Contests.

Unit – IV

Evaluation and control: Performance Appraisal, Sales budget, Sales Quotas, Systems approach, Sales Management audit. Sales analysis: sales related, cost related, activity related. Determinants of sales person performance. Financial, and Non-Financial Rewards.

Unit – V

Distribution Objective/Strategy - Interface between Sales force and Channel, Channel Design, Implementing Channel Design, Managing the Channel Members, Channel Power and Conflict. Channel Evaluation; Distribution planning, costs and control. Functions of intermediaries (wholesaler & retailers), Selection and motivation of intermediaries, Need, criterion and establishing objectives for intermediaries; Control issues- Major cost centres in distribution, establishing standards for control, Controlling channel members and tools for control

Course Outcomes: The Student is able to

CO1 : Devise personal selling and sales management strategies.

CO2 : Select appropriate channels for sales management.

CO3 : Implement sales force techniques and reward management.

References:

1. Pradip Mallik, Sales Management. OUP
2. Panda, Sahadev. Sales and Distribution Management. OUP
3. Hutt, Sharma, Speh. B2B Marketing: A South Asian Perspective. Cengage.

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

421 - International Financial Management

Objectives:

1. To have exposure on International aspects of Financial Management
2. To understand the Foreign Exchange Management
3. To introduce derivatives aspect of International Finance

Unit – I

Introduction to International Financial management: Domestic vs international finance, International financial market integration, currency crisis, and global recession and risk spill over.

Unit – II

Balance of Payments - Structure - Contents of Current, Capital, and Reserve Accounts. Linkages and Impact on Exchange Rates, Capital Markets & Economy. Understanding BOP structure of a country for Investment and Raising Finance. Foreign Currency – Options, Futures, Forwards, Swaps.

Unit – III

Foreign Exchange Markets: Nature, Functions, Transactions, Participants, Forex Markets in India, Forex dealing, Foreign exchange regimes, Foreign exchange rate determination, factors affecting foreign exchange and Foreign Exchange Rate Mathematics. Foreign Exchange Exposure: Risk, Measurement and Management. Global Firms Foreign exchange exposure - Transaction, economic, and translation exposures, potential currency exposure impact on global firms and investor performance. Foreign exchange risk management strategies through Forward contracts, future contracts, money market hedges, and options contracts.

Unit – IV

Fundamental Parity Relationships and Exchange Rate Forecasting– Purchasing Power Parity, Covered and Uncovered Interest Rate Parity, International Fisher's Effect, Forward Rate Parity. Influence of these parity relationships on Exchange Rates. Methods of Forecasting foreign exchange rates and foreign exchange volatility.

Unit – V

International Capital Markets - Sources of International Finance, Debt and Equity Markets, International Equity Diversification. Short-term Vs Long-term Finance. Export Import Finance. ADRs, GDRs, IDRs - benefits and costs of holdings for investors, benefits and costs of issuance for corporations. International Capital Structure – Parent Vs Subsidiary Norms. Global Capital Structure –Factors affecting the choice of markets and structure. International Cost of Capital – Calculation, Cost of Foreign Debt, Cost of Foreign Equity, Use of International CAPM. RBI Guidelines.

Course Outcomes: The Student is able to

- CO1 : Evaluate the functioning of international financial system and monetary system .
- CO2 : Analyse the international financial markets and the various international financial instruments .
- CO3 : Discuss the advantages of foreign exchange market .
- CO4 : Identify and evaluate foreign direct investments .
- CO5 : Design strategies to deal with international tax environment .

References:

1. Bekaerk, Hodrick. International Financial Management, Prentice Hall.
2. Rajiv Srivastava. International Finance. OUP
3. Thummuluri Siddhaiah. International Financial Management. Pearson
4. Eun, Resnick. International Financial Management. McGraw Hill

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- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

422 - Financial Derivatives

Objectives:

- 1) To know the basic concepts of Derivatives and Derivative markets.
- 2) To understand the Valuation Models and Trading Strategies.
- 3) To apply the Derivative products for effective Financial Risk Management.

Unit – I

Introduction: Futures and Options Market in India – Futures, Forwards, Options, Margins, Types of Orders. Tax Treatment of Gains and Losses. Arbitrage, Hedging, Speculation. Pricing, Usage, Valuation.

Unit – II

Futures: Markets, Basis Risk, Cross Hedging, Optimal Hedge Ratio, Liquidity and Other Risks, Index Futures. Interest rates – Types of rates, Zero rates, Bond Pricing, Duration. Term structure. Interest Rate Futures: Quotation, Pricing, Usage.

Unit – III

Swaps: Quotation, Pricing, and Usage. Interest rate swaps. Foreign currency swaps. Credit risk, valuation of swap contracts.

Unit – IV

Trading Strategies with Options and Futures – Spreads, Straddles, strangles, Butterflies, Others. Put Call Parity.

Unit – V

Options – Option Basics, Option Pricing Bounds, Binomial Option Pricing Models, Risk Neutral Valuation, Delta Hedging, Modelling Stochastic Processes, Ito Processes, Ito's Lemma, Black Scholes, Value at Risk, Option Greeks and Implied Volatilities, Exotic Options, Credit Derivatives.

Course Outcomes: The Student is able to

- CO1 : Appraise the role and importance of derivatives.
- CO2 : Analyzing the forward and future contracts and their pricing.
- CO3 : Mitigating the risk of financial institutions by using Swaps.
- CO4 : Develop trading strategies using options and futures.

References:

1. John C. Hull, Sankarshan Basu: Options, Futures and Other Derivatives.
2. Rajiv Srivastava. Derivatives and Risk Management. OUP
3. Chance, Brooks, Dhamija. An introduction to derivatives and Risk Management. Cengage

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(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

423 - Risk Management and Insurance

Objectives:

1. To introduce the concept of risk management and insurance
2. To familiarize the conceptual frame work of risk management and insurance decisions

Unit – I

Risk: Definitions, Types of Risk, Risk Management Process and Methods. Objectives of Risk Management, Risk Pooling and Insurance, Probability Concepts. Role of IRDA. Growth and Scope for Insurance Industry. Principles and Legal aspects of Insurance.

Unit – II

Institutions for Insurance and Reinsurance - Economic Rationale and requirements, Insurance Laws and Regulation, Insurance Pricing, Asymmetric Information / Moral Hazard / Adverse Selection, Deductibles/ Co-insurance. Risk Identification, Perception of Risk, Threat Analysis, Event Analysis, Statistical Methods of Risk Evaluation, Value at Risk. Risk Management Methods.

Unit – III

Risk reduction: Pooling – Risk reduction through pooling. Independent losses – Pooling arrangements with correlated losses. Insurers as managers of risk pooling arrangements. Risk diversification. Hedging with options, Forwards / futures. Comparison of derivative and insurance contracts.

Unit – IV

Life Insurance – Features, LIC of India, Products, Calculation of Premiums, Surrender Value, Mathematics of life Insurance, Mortality Tables, Risk premium, interest table, Premium Calculations - Factors determining premium, Extra premium, Actuarial aspects, Term assurance, annuities. Group insurance, Non-Life Insurance – Fire insurance – Standard fire policy, Marine, Cargo and Hull Insurance. Types – Auto Insurance, Home Insurance, Worker Compensation / ESIC, Health Insurance. Commercial Insurance - Transport, Marine, Catastrophe, Liability etc. Claims Settlement.

Unit – V

Pension Plans. Corporates Risk Management and Insurance, Actuarial Mathematics. Captive Insurance. Reinsurance. Impact of Technology on Insurance Industry.

Course Outcomes: The Student is able to

- CO1 : understand the concept of risk management and various types of risk.
- CO2 : select insurance products based on risks and legal aspects.
- CO3 : devise insurance products based on needs and legal frameworks.

References:

1. John C. Hull. Risk Management and Financial Institutions. Wiley 2018
2. Scott E. Harrington and Gregory R. Niehaus. Risk Management and Insurance. McGraw Hill 2017

NOTE TO THE PAPER SETTER:

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424 - Management Control Systems

Objectives:

1. The main aim of the course is to appraise the students about the concept of Management Control Systems.
2. To offer knowledge of responsibility centers.

Unit – I

Fundamentals of Management Control: Nature of Management Control Systems, Basic concepts, Boundaries of Management Control, Impact of the Internet on Management Control, Management control environment, Goal congruence, Informal factors that influence goal congruence. Formal control systems- types of organizations, Functions of the controller.

Unit – II

Performance measurement – Difficulties in implementing performance measurement systems, interactive control. Strategic Planning and Management Control.

Unit – III

Responsibility centres – Revenue centres, Expenses centres, Administrative and support centres, Research and Development centres, Marketing centres, Profit centres, General considerations. Business units as profit centres – Other profit centres, Measuring profitability. Transfer pricing – Objectives of transfer prices, Transfer pricing methods. Pricing corporate services. Administration of transfer prices.

Unit – IV

Management control process – Strategic planning, Nature of strategic planning, Analysing proposed new programs, Analysing ongoing programs. strategic planning process – Understanding strategies, Concept of strategies, Corporate level strategies, Business unit strategies. Budget preparation – Nature of a budget, Other budgets, Budget preparation process.

Unit – V

Service organizations – Service organizations in general, professional service organizations, Financial service organizations, Health care organizations, Non-profit organizations. Multinational organizations, Cultural differences.

Course Outcomes: The Student is able to

- CO1 : comprehend the basic concepts in designing effective Management Control Systems..
CO2 : apply these concepts in Budgeting and Responsibility Centre Accounting.
CO3: understand the concepts related to Transfer Pricing

Reference:

Robert N Anthony and Vijay Govindarajan, Management Control Systems, McGraw-Hill
2017

NOTE TO THE PAPER SETTER:

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- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

425 - Managing Fintechs (Online)

Objectives:

1. To learn about the major areas in FinTech, Digital Finance and Alternative Finance.
2. To know about major technological trends, including cryptocurrencies, AI and Big Data.
3. To understand FinTech Regulation, RegTech and technological innovation in Finance.

Unit – I

FinTech: Introduction, Transformation. FinTech Evolution: Infrastructure, Banks Startups and Emerging Markets. Collaboration between Financial Institutions and Startups. FinTech Typology. Emerging Economics: Opportunities and Challenges. From too-Small-To-Care to Too-Big-To-Fail. Introduction to Regulation Industry - The Future of RegTech and other Technologies Impacting it.

Unit – II

Payments, Crypto currencies and Blockchain – Introduction, Individual Payments, Digital Financial Services, Mobile Money. Regulation of Mobile Money – SFMS, RTGS, NEFT, NDS Systems, Crypto currencies. Legal and Regulatory Implications of Crypto currencies. Blockchain. The Benefits from New Payment Stacks.

Unit – III

Digital Finance and Alternative Finance – Introduction, Brief History of Financial Innovation. Digitization of Financial Services. FinTech & Funds, Crowd funding, Charity and Equity, P2P and Marketplace Lending, New Models and New Products, ICO.

Unit – IV

FinTech Regulation and RegTech. Introduction - FinTech Regulations Evolution of RegTech. RegTech Ecosystem: Financial Institutions – RegTech Ecosystem Ensuring Compliance from the Start: Suitability and Funds – RegTech Startups: Challenges –RegTech Ecosystem: Regulators Industry – Use

Unit – V

Data & Tech – Introduction, History of Data Regulation, Data in Financial Services, Application of Data Analytics in Finance - Methods of Data Protection: GDPR Compliance and Personal Privacy. AI Transforming the Future of FinTech – Digital Identity. Change in mindset: Regulation 1.0 to 2.0 (KYC to KYD). AI & Governance – New Challenges of AI and Machine Learning - Challenges of Data

Course Outcomes: The Student is able to

CO1 : comprehend the concepts underlying the Digital models supporting the Fintech Innovation, the Security issues involved and the Regulation of Fintech.

CO2 : apply these concepts in developing the Fintech products that would meet the Customer expectations.

Reference:

Sanjay Phadke. Fintech Future. SAGE

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426 - Financial Engineering

Objectives:

1. To introduce the concept of Financial Engineering and its evolution
2. To acquaint the students with the conceptual tools of Financial Engineering
3. To make the student understand the physical tools of Financial Engineering, its processes and strategies.
4. To appraise the students with the recent developments and future trends in Financial Engineering

Unit – I

Meaning and Scope of Financial Engineering, Tools of Financial Engineering, Factors contributing to the Growth of Financial Engineering. Cash Instruments – T-Bills, Bonds, Repo & Reverse Repo Rates, Key Rates,

Unit – II

Return and Risk – Measurement, Interest Rates, Exchange Rates, Inflation. Yield Curve Construction. Generic Discount Factors. Interest Rate Risk, Swaps, Swap Valuation, Swap Spreads, Duration based Hedging. Market Risk, Credit Risk, Operational Risk, Liquidity Risk, Systemic Risk.

Unit – III

Asset - Liability Management, Hedging, Arbitrage. Synthetic Instruments. Dynamic Portfolio Allocation, Portfolio allocation with volatility targets. VaR and CVaR.

Unit – IV

Product Development: Futures, Forwards, and Options. Fixed Income Securities, Equity, Differential voting rights, Hybrid securities. GARCH.

Unit – V

Teaser loans, Credit default swaps, Collateralised mortgage obligations, Syndication, Securitisation, Enhancing credit ratings. Tax driven deals, Treaty shopping.

Course Outcomes: The Student is able to

- CO1 : comprehend the concepts of Financial Engineering and Derivative products.
CO2 : apply these concepts to identify the right derivative products for solving Finance problems.
CO3 : gain a working knowledge of Asset-Liability Management and Innovative Financial Products.

Reference:

Marshall, Bansal. Financial Engineering. Pearson.

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

431 - Strategic Human Resource Development

Objectives:

1. This course is designed to provide a comprehensive understanding of the concepts, strategies, and trends associated with HRD.
2. It aims to educate the students regarding HRD functions, HRD programmes, Career Development and Employee Socialisation.

Unit – I

Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organisations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management; The HRM and approaches to HRM; HRM in personnel management; work organisation and systems; social organisation of the work place and its strategic importance; Human resource policies; Integrating HR Strategies with corporate strategies; Human Resource Management as an approach to organisation design and the role of HRM in organisation management;

Unit – II

Human Resource Management in other countries; Human Resource Planning and its linkage to corporate planning; HR planning process, techniques/methods; HR planning in an on-going organisation; integrating HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system

Unit – III

Managing Human Resources Inflow-Resourcing plans; Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centres in recruitment and selection and retention policies. Developing Human Resources - Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies.

Unit – IV

Performance management - Concept, Philosophy, process. performance appraisal: team performance management and evaluation, Counselling, Coaching. Compensation and Rewards management - Reward strategies and philosophy; HRM approach to rewards management

Unit – V

Strategic management of employee relations -HRM approach to employee relations: HRM values and employee relations, change management, HRM and culture management, employees' involvement and participation in decision making and management of organization, negotiating employee relations, HRM and trade unions.

Course Outcomes: The Student is able to

CO1 : Analyze the fundamental concepts of HRM and functions of HRD.

CO2 : Develop sub-systems of HRD.

CO3 : Apply training and development practices.

CO4 : Identify the issues in employee counseling and wellness.

References:

1. Tanuja Agarwala. Strategic Human Resource Management, OUP
2. Gary Rees. Strategic Human Resource Management. SAGE

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

432 - Reward Management

Objectives:

1. To understand the various dimensions of Compensation Management
2. To know how the compensation options are determined
3. To gain awareness of the role of various bodies involved in Compensation Management

Unit – I

Reward system – compensation & non compensation dimension, system for non-Compensation. Job analysis – Planning a Job analysis program, Collection and description of job data, designing of custom-made job analysis questionnaire, Guidelines for conducting a job analysis interview. Concept of Equity, Gender Equity.

Unit – II

Job Description – Broad, generic job (class descriptions versus Narrow, specific job (Position) descriptions, A job contract, Planning, operations and control, elements of the job description, Job summary, other ways of describing job facts of evaluation, Job requirements and pay, whole job ranking, position classification, Predetermined grading Approach, market pricing approach, a maturity curve method, Development and use of compensable factors.

Unit – III

Pay structure architecture, Determining pay policy line, the need for more than one pay structure, displaying job data, identifying lowest and highest rate of pay, developing pay grades, single rate pay grade, two tier wage plan, multiple point pay structure, range or spread dimension, pay grade width, determining pay grade minimum and maximum rates of pay, internal design consideration, spread of range and steps, pay grade overlap, broad banding.

Unit – IV

Short term incentives – Premium and differentials, pay for unit produced, individual based bonus and rewards, organization wide short term incentives, Scanlon plan, Lincoln's incentive system. Productivity Gain Sharing Schemes.

Unit – V

Long term incentives – Designing a long term incentive and deferred compensation plan, Qualified deferred compensation arrangement, Social security, retirement plan, pension plans, profit sharing plan, stock bonus plan, ESOP, employer benefits and employer costs for ESOP, Individual retirement account, Savings incentive match plan for employees.

Course Outcomes: The Student is able to

- CO1 : Contrast different types of incentive plans and determine plan suitable to organization.
- CO2 : Implement different types of employee benefits.
- CO3 : Design different methods of wage determination applicable to different cadres of employees.
- CO4 : Evaluate the mechanism of wage boards and its role in fixation of wage

References:

1. Tapomoy Deb. Compensation Management Text and Cases. Excel 2008
2. Dipak Kumar Bhattacharyya. Compensation Management. OUP
3. Sharma. Compensation Management. SAGE

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

433 - Labour Legislations

Objectives:

1. This course is aimed at developing an understanding of the interaction pattern among labour, management and the State.
2. To impart basic knowledge of the Indian Labour Laws and their distinctive features.
3. To impart knowledge of the various enactments with focus on practice.

Unit – I

Introduction to Labour Legislation: Social legislation and Labour Legislation, Forces influencing Labour Legislation in India, Principals of modern Labour Legislation, types of Labour Legislation. International Labour Organisation: Preamble to the constitution, Organisation structure, Major Activities of ILO, International standards of Labour and their influence on Indian Labour Legislation

Unit – II

The Factories Act, 1948: objective, coverage, welfare measures, administrative machinery, Industrial Employment (standing order) Act, 1946: Objective, Coverage, Benefits and main provisions of the act. Trade Union Act, 1926: Objective, Registration Process and miscellaneous provisions Industrial Disputes Act, 1947: Objective, Coverage, Benefits, strikes and lockout, Conciliation Officers, Board, Court of enquiry, Labour Court, tribunals, National tribunals, Amendments

Unit – III

Collective Bargaining: Importance, Levels, Collective agreements, Hurdles to Collective Bargaining in India. The Workmen's Compensation Act, 1923: Objective, Coverage, Benefits, Main provisions. Employee's State Insurance Act, 1948: objective, scope, coverage, benefits, The role of ESI Corporation and ESI Hospitals, critical appraisal of the Act

Unit – IV

The Employee's Provident Fund and Miscellaneous Provision Act, 1952: objective, coverage, employers' obligations, benefits, penalties, critical appraisal of the Act. The Payment of Gratuity Act, 1972: Objective, Coverage, Employers' obligations, benefits, critical appraisal of the Act. The Maternity Benefit Act, 1961, Child Labour (Prohibition and Regulation Act, 1986).

Unit – V

Contract Labour (Regulation and Abolition Act, 1986). Designing Social Security Programmes. Labour Codes. Counselling & Education Programmes. Social Contract.

Course Outcomes: The Student is able to

CO1 : comprehend the Employee Legislation concerning Employee Payments, Collective Bargaining, Workmen Compensation and Welfare.

CO2 : apply these concepts in the HR management by ensuring all the Legislative provisions are complied with.

References:

1. A.M. Sarma. Industrial Relations. Himalaya Publishing House.
2. Daniel Albuquerque. Legal Aspects of Business. OUP

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

434 - Management of Change

Objectives:

1. To understand the forces that stimulate the change, necessity and resistance to it.
2. To manage the change process with the understanding of OD skills.

Unit – I

Change – Concept, Forms, Need, and Problems of Change. Stimulating forces – Planned change, Methods, Techniques. change agents, unplanned change, Model of organisational change, Lewin's three Step Model.

Unit – II

Resistance to change – individual factors, organisational factors, techniques to overcome resistance to change.

Unit – III

Change programs – effectiveness of change programs, change process, job redesign, socio-technical systems. Consultation Process, Controlling, and Regulation of Change. Social and Ethical Challenges in Organisational Change.

Unit – IV

OD – basic values, phases of OD, entry, contracting, diagnosis, feedback, change plan, intervention, evaluation, termination.

Unit – V

OD intervention – human process interventions, structure and technological interventions. Preparing Organisation for Change, Assessing Readiness for Change. Strategy interventions – sensitivity training, survey feedback, process consultation, team building, inter-group development, innovations, learning organizations.

Course Outcomes: The Student is able to

CO1 : understand the need for change and prepare the organization for change.

CO2 : implement various OD interventions for change.

References:

1. Ratan Raina. Change Management and Organizational Development
2. HBR's 10 Must Reads on Change Management, HBR

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

435 - Stress Management

Objectives:

1. To understand the concept of stress and its impact on mental and physical wellbeing.
2. To understand the importance of using effective coping skills to resolve stress.

Unit – I

Stress: Meaning, discovery of stress, General Adaptation. Syndrome, inevitability of stress. Classification of stressors, Physical and emotional stressors – Impact in the human being, bodily changes, the nervous mechanism and hormones release. Sources of Stress. Nature of stress- Constructs and Problems.

Unit – II

Stress in colleges – Students challenges, opportunities, coping, life script formation, Myths, Assumptions of Stress Management. Stress severity, rating of stressors, and assessment of individual stress, Short term, and long term effects. Behaviour disorders – medical disorders, emotional disorders, cognitive disorders. Personality and stress, type A, B, C and E personalities.

Unit – III

Stress in occupation, stress and job performance, Managerial activities and Executive stress. stress and management change, Decision making under stress, Burnout, Coping with Resources and Processes, Assertiveness Training

Unit – IV

Managing stress – coping responses, Relaxation techniques, Breathing techniques, Mediation, Muscular Relaxation, Bio feedback system, Visualization and imagery, Self Talk, Positive self-control, Sleep Management, Exercise and body tune up, Aerobic exercise, Benefit of exercise.

Unit – V

Stress and Motivation, Verbal and Non-verbal indicators of stress, assessment of stress. Assertive Management – Time Management, Professional counselling, Development of B behavior and hardiness, Social Networking, Organizational coping strategies, Healthy mind and life activity, Spiritual outlook and wellness.

Course Outcomes: The Student is able to

CO1 : comprehend the concepts of Stress, Stress Management and Stress Relieving Techniques.

CO2 : apply these concepts in building Assertive Management, Social Networking and improving the Mental and Spiritual Health of the Employees.

Reference:

Jerrold S. Green Berg: Comprehensive Stress Management. McGraw Hill

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

436 - Global Human Resource Management

Objectives:

1. This course is designed to provide a comprehensive understanding of the concepts and strategies associated with Global HRM, its Social and Cultural context.
2. Aims to educate about the International HRM functions and Industrial Relations.

Unit – I

Human and Cultural Variables in Global Organisations, Cross-cultural differences and managerial implications. Cross Cultural Research Methodologies and Hofstede Hermes Study. Structure in International Firms. Global Issues and Challenges.

Unit – II

Structural Evolution of Global Organisations -- Cross cultural leadership and decision making, Cross-cultural communication and negotiation. Managing across Cultures. Religious and Economic Implications.

Unit – III

Human Resource Management in Global Organisations – Recruitment, Selection, Training, and Development. Career and Family Balancing Issues.

Unit – IV

Compensation and Appraisal in Global Perspective. International Industrial Relations.

Unit – V

MNCs and Compensation System across Countries. People Management in USA, Asia, Europe, and Africa. Trends, and Future Challenges. Diversity – Norms, Benefits, and Challenges.

Course Outcomes: The Student is able to

CO1 : Identify the challenges of global HRM and the strategic role of Global HRM.

CO2 : Analyze the cross-cultural management problems and the necessary skill building methods.

CO3 : Develop the global labour relations and international standards in organizations.

Reference:

Anne-Wil Harzing, International Human Resource Management. SAGE

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

441 - Enterprise Resource Planning

Objectives:

1. This course is designed to provide a comprehensive understanding of the concepts associated with ERP Modules, Applications and Implementation.
2. To learn post implementation issues and maintenance of ERP.

Unit – I

Introduction – Overview, Need, Advantages, and Growth of ERP. Evolution - Risks and benefits, planning design and implementation of cross functional integrated ERP systems. Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP), Supply Chain Management (SCM), Customer Relationship Management (CRM). ERP in Small and Medium Firms.

Unit – II

ERP Solutions and functional units - Overview of ERP software solutions. Small, medium, and large enterprise vendor solutions. Business Engineering and best Business practices - Business Process Management. Overview of ERP UNITS – Sales, Marketing, Accounting, Finance, Materials and Production management etc.

Unit – III

ERP Implementation life cycle - ERP implementation strategies, Risks. People issues, technology risk, process risk, operation and maintenance risks, and managing such risks in ERP. Projects - Planning Evaluation and selection of ERP Systems. Implementation life cycle - Evaluation and selection of ERP Package, Project planning, Implementation team training and testing, End user training & Going Live. Post Evaluation & Maintenance- ERP implementation, Methodology and Frame work. Training & Data Migration. Consultants, Vendors and Employees. Role of BPR in ERP

Unit – IV

Post implementation – Maintenance of ERP, Organizational and Industrial impact, Success and Failure. Factors of ERP Implementation.

Unit – V

Emerging trends on ERP - ERP II, ERP and Internet, Extended ERP systems and ERP, bolt – on -CRM, SCM, Business analytics etc. Security & Privacy issues. Future trends in ERP systems, web enabled, Wireless technologies. Case studies.

Course Outcomes: The Student is able to

CO1 : Make basic use of Enterprise software, and its role in integrating business functions

CO2 : Analyse the strategic options for ERP identification and adoption.

CO3 : Design the ERP implementation strategies.

CO4 : Create reengineered business processes for successful ERP implementation.

Reference:

Leon. Enterprise Resource Planning. McGraw Hill

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

442 - Decision Support Systems

Objectives:

1. To acquaint with the information needs and decision process for effective decisions.
2. To introduce the basic concepts in Decision Support Systems, illustrating, how they facilitate efficient executive decision making.

Unit – I

Introduction – Decision concept, Steps, Decision Support System, Components, Characteristics, Classifications and Applications.

Unit – II

Model Management – Model, Modeling Process, Types of Models, Optimization, Simulation. Heuristic – Descriptive, Predictive. Model Base – Modeling Languages, Model Directory, Model Base Management System, Model Execution, Integration and Command Processing, Model Packages.

Unit – III

Data Management System – Data Base, Sources of Data, Data Directory, Data Structure and Data Base Languages, Query Facility, Data Management System, DBMS as DSS Development Tool.

Unit – IV

Dialog Management – User Interface, Graphics, Multimedia, Visual Interactive Modelling. Natural language processing – Speech Recognition and Understanding, Issues in User interface.

Unit – V

Development of Decision Support Systems – Development Process, Software and Hardware, Data Acquisition, Model Acquisition, Dialog development, Integration, Testing and Validation, Training and Implementation.

Course Outcomes: The Student is able to

CO1 : Define the role of information systems in DSSs.

CO2 : Design and formulate management problems using DSS models.

CO3 : Apply linear and integer programming techniques for scheduling and optimization.

Reference:

Turban, E., Delen, E. and Sharda, R., Decision Support and Business Intelligence Systems, Pearson

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

443 - AI Applications in Business (Online)

Objectives:

1. The course exposes the students to the various business applications of artificial intelligence and how it can be used to address business related problems.
2. To update them with the latest AI use cases.

Unit – I

Introduction - Management Support Systems, Decision making Models, TPS, MIS, DSS, ESS Overview, Data Model. Tacit, Explicit Knowledge, Knowledge Management system.

Unit – II

Data and Model Management Systems – Data knowledge, Data Collection, Data Warehousing, Data Mining, Data visualization, Modelling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modelling OLAP.

Unit – III

Evolution of ERP II - Evolution MRP, MRP II, ERP, ERP II, SCM, Group Decision support system, Technologies, Enterprise DSS, ERP Knowledge management methods, Technologies, Tools.

Unit – IV

Knowledge Based Systems - Artificial Intelligence (AI), Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.

Unit – V

Advanced Intelligent Systems - Neural Computing, Fuzzy Logic, Intelligent Agents in Client Server Architecture, Implementation, Integration, Intelligent DSS.

Course Outcomes: The Student is able to

CO1 : comprehend the various Business Applications of AI and use them appropriately to solve the business problems.

CO2 : gain a fairly in-depth understanding of Data and Model Management Systems, ERP II, Knowledge-based Systems and Advanced Intelligent Systems.

References:

1. Russell, Norvig. Artificial Intelligence. Pearson
2. Goel. Artificial Intelligence. Wiley

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units

of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

444 - Systems Control and Auditing

Objectives:

1. This course is designed to provide a comprehensive understanding of the concepts of Information Systems Auditing.
2. To learn Management Controls, Data Resource Management controls, Asset Safeguarding and Integrity issues.

Unit – I

Introduction to Information Security – Definition, Secrecy and Confidentiality, Accuracy, Integrity and Authenticity, Security Threats, Vulnerabilities. Threats and Countermeasures, Firewall, Planning and Administration, Log analysis, Logging states, When to look at the logs, Information Security Management.

Unit – II

Ethical Hacking of Computer network, system and application, Malicious Code, Mobile Code & Denial Of Service attack, Information Security Assessment Process – Network Stalking and Fingerprinting, Cracking the Shadow and Administrator, Privilege Escalation. Wireless Security and Review, RFID Hacking and Security Review, Spyware and Phishing.

Unit – III

Security Policy and Awareness – Security policy guidelines, Security awareness, People, Process and Technology. Physical Threats to the Information System, Information Infrastructure, Operating system fundamentals and security.

Unit – IV

Access Control Systems and Methodology – Access Control Overview, Identification and Authentication Techniques, Access Control Techniques, Access Control Methodologies and Implementation, Access Control Administration, Access Control Working Process. Attacks and Monitoring – Monitoring, Intrusion Detection, Penetration Testing, Methods of Attacks, Access Control Compensations, Security Testing Working Process.

Unit – V

Auditing and Monitoring – Auditing, Monitoring, Monitoring Tools and Techniques, Penetration Testing Techniques, Inappropriate Activities, Indistinct Threats and Countermeasures, IT Act, The Cyber Regulations Appellate. ISO 27000 – Impact of ISO 27000 on Information Security Management Systems.

Course Outcomes: The Student is able to

CO1 : gain a comprehensive understanding of Information Systems Audit.

CO2 : devise Management Controls, Data Resource Management Controls, Evidence collection and Asset Safeguarding.

CO3 : Implement Information Security Management Systems.

Reference:

Hoffer, George, Valacich. Modern Systems Analysis and Design. Pearson

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

445 - E-Business

Objectives:

1. Understand the factors for the growth of E – Business.
2. Learn about online promotion and CRM.

Unit – I

Introduction - Origin, need and factors affecting Electronic Business, Features of Electronic Business, Electronic business Framework, Internet as an Electronic business Enabler, Economic and social impacts of e-business.

Unit – II

Electronic Business Models: Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Organizational Development, Management Team. Electronic Data Interchange. Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit Card, Transaction Security.

Unit – III

Business Models: Business to consumer (B2C) Business Models, Types of B2C, Business to Business (B2B) Business Models, Types of B2B, Consumer to Consumer (C2C) Business Models, Types of C2C, Peer to Peer Business Models, M-commerce Business Models.

Unit – IV

Online Retailing: Segmentation of e-markets, marketing mix in internet marketing, online auctions. Online retail industry dynamics, Online mercantile model for customer perspective, Management Challenges in online retailing, electronic publishing. Online market research, Online marketing communications, Online advertising, Online branding, Online customer relationship, Online pricing strategies.

Unit – V

E-business: Search engine optimization, web research, web advertising, security of online transactions, cyber laws. Online banking implementation, changing dynamics in banking industry, Management issues in online banking, Introduction to Mobile commerce Challenges emerging in Mobile Commerce, Application areas of Mobile Commerce.

Course Outcomes: The Student is able to

- CO1 : grasp the process and challenges of E-Business.
- CO2 : select appropriate business models for different products.
- CO3 : conduct online market research.

References:

1. Joseph. E-Commerce: An Indian Perspective. Prentice Hall
2. Laudon, Traver. E-Commerce, Business, Technology, Society. Pearson

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

446 - Software Project Management

Objectives:

1. This course intends to equip the students with the tools and techniques of Software Project Management.
2. Design and implement information system with effectiveness and efficiency.

Unit – I

Introduction to Software Project Management: Software as an Evolving product, characteristics and components of software products, Software engineering process: various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.

Unit – II

Planning a software project - Objectives, Effort, time, staffing and cost estimation. Make or - buy decisions. Software project scheduling: defining tasks, Activity Network, Gantt Charts, scheduling using PERT/CPM, PERT Charts, Project planning and Analysis.

Unit – III

Software Configuration and Design - Components of configuration, versions control and configuration audit. Software Design Process: Concepts, functional and object-oriented design, structured analysis, structured design, modular design, and design documentation.

Unit – IV

Software Testing: Objectives, Methods of testing, Mc Cabe's cyclomatic complexity metric, testing GUI's, testing Clients/Server architectures, testing real systems. Strategies for testing, Unit testing, Integration Testing, System testing and debugging.

Unit – V

Software implementation process and problems/issues: Emerging trends in Software Project Management, Case studies. Software quality assurance and standards, quality policy, quality controls, Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management.

Course Outcomes: The Student is able to

CO1 : acquire the knowledge of the Tools and techniques used in Software Project Management.

CO2 : apply this knowledge in the effective Management of Software Project Management.

Reference:

Software Project Management - Bob Hughes & Mike Cotterell. McGraw Hill

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

451 - Social Entrepreneurship

Objectives:

1. To familiarize the students with the concept and overview of new trends in entrepreneurship with a view to enhance entrepreneurial talent.
2. The paper aims to create an understanding of the concept of Social Entrepreneurship.
3. It seeks to prepare the minds with skills, structures and process associated with Social Entrepreneurship and management of Social Enterprises.

Unit – I

Understanding Social Entrepreneurship and Organizational form – Defining Social Entrepreneurship, Difference between Social and Business Entrepreneurship, Evolution of Social Entrepreneurship in India, Process and Types of Social Entrepreneurship, Challenges, Strategies and future of social entrepreneurship.

Unit – II

Building blocks of social enterprise – Social enterprise as a business model, types of Business Models, Understanding the Pricing Models, Creating the Delivery Channels, Financing the social enterprise, Making social enterprise competitive, Communication strategies for social enterprises. Social Entrepreneurships and its Linkage with NGOs, Microfinance, etc., Role of ICT, SHGs, Case Studies.

Unit – III

New Directions for Social Entrepreneurship: Managing startup social enterprises, Measuring performance of social enterprises, Governance of Social Enterprises, Corporate Social Entrepreneurship, Contemporary Issues in Social Entrepreneurship, Case Studies.

Unit – IV

Understanding Women Entrepreneurship: Concept, Evaluation, Importance and functions of women entrepreneurship, Topologies and categories of women entrepreneurs, Entrepreneurial Process among Women Entrepreneurs, Financial Structure of Enterprises Owned by Women Entrepreneurs, Challenges of Women entrepreneurs.

Unit – V

Growth & Strategies: Women entrepreneurs in India and abroad, Government policy on Women Entrepreneurship, Organizations Promoting Women Entrepreneurs in India, Profile of Enterprise, Socio –Economic Origins, Motivating & Facilitating Factors of Women Entrepreneurs; Work-Home role Conflict, Entrepreneurial Performance, Problem & prospects. Case Studies.

Course Outcomes: The Student is able to

CO1 : to comprehend the Process of Social Entrepreneurship, the building blocks of Social Enterprise and Women Entrepreneurship.

CO2 : apply these ideas for promoting Social Entrepreneurs and also gain insights into the New directions for Social Entrepreneurship.

References:

1. Bornstein, Davis. Social Entrepreneurship. OUP
2. Bornstein. How to Change the World. OUP

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

452 - Negotiation

Objectives:

1. To enhance and improve the techniques of Negotiation.
2. To understand interpersonal disputes and necessary negotiation skills.

Unit – I

Conflict: Different thoughts on conflict, Constructive and Destructive Conflict, Conflict, Chaos and complexity theories, Systems approach to conflict Diagnosis. Managing, using, resolving conflict through negotiation. Personality: Facets of Personality and its impact on Negotiation, Approach and Temperament. Self- monitoring, competitiveness and type A and type B personality, Jungian personality preferences, Four main alternative Preferences and Temperaments. Mental Mechanisms: Major and Minor mental mechanisms

Unit – II

Negotiation: All Human Interaction is Negotiation, Negotiation and its components, Personal nature of Negotiation, Conscious and Unconscious determinants of Negotiation performance, Rules of Negotiation, Negotiation process and preparation, Team negotiation. Negotiation Style: Four major Negotiation Styles (Avoidance, Competitive, Compromising and Collaborative), choosing the appropriate style, Alternative styles, strategies and techniques of negotiation

Unit – III

Understanding the importance of perception, power, communication, leadership and public relations in negotiation. Principles of persuasion, Third party intervention. Distributive Bargaining: Classical distributive bargaining, Opening offers, Role of norms, Counteroffers.

Unit – IV

Integrative Bargaining: Integrative versus Distributive Bargaining, The Categorization Method, Interest based Bargaining. Gaining leverage through power and persuasion: leveraging power from your BATNA (Best Alternative To a Negotiated Agreement), leveraging the sources of power, leveraging power through persuasion, leverage power through pressure tactics.

Unit – V

Ethics, fairness, and trust in negotiation: Ethics - values and behaviours in negotiations, Fairness - substantive and procedural fairness in negotiation, appropriate or inappropriate negotiating tactics, Trust – bases and relationship in negotiating trust, trust and distrust, establishing trust. Closing the Deal and Post Negotiation. Evaluation – agreement template, closing stage, moving past statement and building a relationship.

Course Outcomes: The Student is able to

CO1 : acquire the conceptual knowledge about Conflicts, Negotiation, Integrative Bargaining and Ethical issues.

CO2 : apply this knowledge in organizational context for Conflict Resolution, Negotiation and Settlement of Disputes.

References:

1. Prashant Chaudhary. Selling and Negotiation Skills. SAGE
2. HBR's 10 Must Reads – On Negotiation. HBR Publications

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

453 - Design Thinking and Innovation

Objectives:

1. To transform creative thinking into design thinking in every stage of problem.
2. To apply design thinking to real-life problems / situations in order to evolve innovative and workable solutions

Unit – I

Innovation & Creativity: Meaning of Innovation and creativity. Difference between innovation and creativity, role in Industry and organizations, dynamics of creative thinking, Process of Design Thinking, implementing the process in driving innovation, design thinking skills to improve an existing product or design a new product.

Unit – II

Identification of customer needs, customer needs statements, user innovations. Develop user needs into product specifications, establish product metrics to define those specifications.

Unit – III

Applied Creativity - brainstorming, and concept generation process in designing needs solutions. Prototyping - prototyping methods, strategies, to represent customer needs and product specifications.

Unit – IV

Design for Services - Understand design of services, potential for innovations within them, application of product development frameworks to the service context. Product Architecture - modular and integral product architectures building blocks of a product.

Unit – V

Financial analysis, Business rationale. Design Thinking in Various Sectors (Health sector, Finance, Education, Infrastructure). Product Development Processes - staged, spiral, and agile, aligned to project needs.

Course Outcomes: The Student is able to

CO1 : use Creative Thinking and transform it into Design Thinking.

CO2 : apply innovatively to evolve solutions to practical problems.

Reference:

Devyani M. Lal, Design Thinking. SAGE

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five

questions (one question from each unit) will be answered by the students.
(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

454 - Business Planning and Ethics

Objective:

To disseminate the knowledge regarding Business Plans and the relevance of Ethics while taking business decisions.

Unit – I

Business Plan – Meaning, The why of business plan, Basic parameters, Timing of decisions. Project parameters – the common considerations, Factors of successful business, capital management, financial control, anticipating change and adaptability.

Unit – II

Business plan process – sources of information, Internet, government sources and statistics. Offline research resources – library, SBDC's, Trade and Industries Associations. Sources of market research – evaluating data, benefits of market study, coverage of market study, information sources.

Unit – III

Business Plan components – The Executive Summary, company description, Industry analysis and trends, Target market, Competition, strategic position and risk assessment, Marketing plan and sales strategy, operations, Technology plan, management and organization

Unit – IV

Business ethics - Definition and importance, Benefits of business ethics, Emerging ethical issues in business, Ethics as a dimension of social responsibility.

Unit – V

The ethical decision-making process – understanding ethical decision making and corporate governance, Individual factors, organizational factors. Implementing and auditing ethics programs. Business ethics in global economy.

Course Outcomes: The Student is able to

CO1 : understand the concepts underlying the Business Plan and the Ethical issues related to it.

CO2 : apply this knowledge to develop Business Plans that are Ethically acceptable.

References:

1. Crane, Matten. Business Ethics. OUP
2. Andrew Ghillyer. Business Ethics Now. McGraw Hill
3. Cullen. Business, Ethics and Society. SAGE

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

455 - SaaS for Entrepreneurs

Objectives:

1. Acquaint with softwares necessary to run businesses.
2. Understand the issues related to developing, purchasing or leasing the softwares.

Unit – I

Web 2.0 and other consumer technologies, tools, techniques, Blogging, Wikis and social networks. Online business promotions and content going viral. Cost of online infrastructure, from web 2.0 to Enterprise 2.0.; SaaS – Software as a service

Unit – II

Uses of online software and services, loss of control, integration challenged, security and threats, SaaS Applications – Adoption, adaptability, features performance.

Unit – III

Evaluating the SaaS company, Hosting the data and SaaS applications, reliability of the vendor, customer service, protection of data, pricing options. Free vs Paid Software, virtual office, CRM, Support and Customer Service, Online service and Back-up, Online invoicing.

Unit – IV

SaaS to build market and measure online presence, web based apps, location based services, real-time web and information overload.

Unit – V

From Niche to growth, Niche matrix, Customer success predictability, corporate marketing vs demand generations, pipe line creation, early adaptors vs main stream buyers, customer lifetime value, employee ownership, functional ownership, financial ownership.

Course Outcomes: The Student is able to

CO1 : select required softwares for business.

CO2 : decide on whether to develop, buy or use by paying for the softwares needed.

CO3 : decide on hosting data on site or on-cloud.

Reference:

Sahil Parikh, The SAAS EDGE. McGraw Hill

NOTE TO THE PAPER SETTER:

(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

(ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

456 - Statistics for Business Analytics (Online)

Objectives:

1. This course helps the students to understand and analyze statistical problems in a business framework.
2. They shall be exposed to fundamental statistical techniques to solve real life problems and enable them to take better decisions

Unit – I

Introduction: History, Subdivisions within Statistics, Data collection, Editing, Classification, Tabulation, Diagrammatic and Graphical representation of data.

Unit – II

Measures of Central tendency and Dispersion: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median, Mode, Mean Deviation, Quartile Deviation, Standard Deviation, Skewness, Kurtosis and Moments.

Unit – III

Probability and Probability Distributions: Introduction to Probability, Probability Rules, Probabilities under Conditions of Statistical Independence, Probabilities under Conditions of Statistical Dependence, Revising Prior Estimates of Probabilities, Bayes' Theorem, Random Variables, Use of Expected Value in Decision Making, Binomial Distribution, Poisson Distribution, Normal Distribution.

Unit – IV

Sampling and Estimation: Random Sampling, Introduction to Sampling Distributions, Relationship Between Sample Size and Standard Error, Point Estimates, Interval Estimates, Confidence Intervals, Calculating Interval Estimates of the Mean from Large Samples.

Unit – V

Testing of Hypotheses: Hypothesis, Steps in Hypothesis Testing, Measuring the Power of a Hypothesis Test, Hypothesis Testing of Means and Proportions, Hypothesis Testing for Differences between Means and Proportions, Analysis of Variance, One way ANOVA and Two way ANOVA, Non-parametric tests: Chi-Square Test, The Sign Test for Paired Data, The Mann Whitney U Test, Kruskal-Wallis Test, The Kolmogorov-Smirnov test. Correlation, Regression and Time Series: Correlation, Product moment correlation, Rank correlation, Bi-variate correlation, Regression, Simple linear Regression, Line of best fit, Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation, Irregular Variation, Time Series Analysis in Forecasting.

Course Outcomes: The Student is able to

CO1 : comprehend the basis concepts of Statistics and their applications in Business decisions.

CO2 : apply the Statistical concepts in arriving at the right Inferential decisions.

References:

1. Bowerman, O’Connell, Murphree. Business Statistics in Practice, using Data, Modelling and Analytics
2. Panneerselvam, Nagesh, Kumar. Business Statistics and Analytics. Cengage

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.

ANNEXURE – II

QUESTION PAPER STRUCTURE FOR MBA SEMESTER END – EXAMINATIONS

- **Each Course examination shall have a maximum of 70 Marks and the examination shall be of 3 Hrs duration.**
- **The question paper shall have two parts viz. Part- A and Part-B.**

PART-A (5X10=50 Marks)

Descriptive / Numerical Type questions, each question carries 10 Marks.
Answer **FIVE** questions (one question from each unit).

Unit – I

1.

(OR)

2.

Unit – II

3.

(OR)

4.

Unit – III

5.

(OR)

6.

Unit – IV

7.

(OR)

8.

Unit – V

9.

(OR)

10.

PART-B (20 Marks)

Case Analysis

11.

ANNEXURE – III

QUESTION PAPER STRUCTURE FOR MBA SEMESTER END – EXAMINATIONS OF
ONLINE COURSES

- **Each Course examination shall have a maximum of 100 Marks and the examination shall be of 3 Hrs duration.**
- **The question paper shall have two parts viz. Part- A and Part-B.**

PART-A (5X14=70 Marks)

Descriptive / Numerical Type questions, each question carries 14 Marks.
Answer **FIVE** questions (one question from each unit).

Unit – I

1.

(OR)

2.

Unit – II

3.

(OR)

4.

Unit – III

5.

(OR)

6.

Unit – IV

7.

(OR)

8.

Unit – V

9.

(OR)

10.

PART-B (30 Marks)

Case Analysis

11.